









OFFICE OF THE COUNTY EXECUTIVE ROCKVILLE, MARYLAND 20850

Douglas M. Duncan *County Executive*

March 31, 2006

Dear Award Recipients, Guests, and County Officials:

It is my pleasure to welcome you to the sixth Montgomery's Best Honor Awards presentation ceremony. This celebration is my opportunity to thank you for your leadership and dedication to outstanding public service. I congratulate you.

In the Montgomery's Best program, we honor the individuals and teams that distinguish Montgomery County as a creative, innovative workplace that strives to provide superior services to our residents in the most efficient manner possible. For the first time, we recognize a team of employees who have demonstrated environmental leadership in County government operations.

Again, this year, we also honor the County programs that were awarded Achievement Awards by the National Association of Counties (NACo). Thirty-two of our programs were recognized by NACo in 2005 as models for innovative and successful services.

All of these accomplishments, and more, came about because of the dedicated work of our employees and private sector partners. You represent the finest efforts of the thousands of committed public servants and community minded individuals who work every day to serve the residents of Montgomery County.

Today is the final time I will attend this event to express my thanks to you as County Executive. It has been an honor to work with you and to celebrate your accomplishments. You are indeed, "Montgomery's Best."

Sincerely,

Douglas M. Duncan County Executive

Douglas M Duream





MONTGOMERY COUNTY COUNCIL ROCKVILLE, MARYLAND

OFFICE OF THE COUNCIL PRESIDENT

March 31, 2006

Dear Employees, Volunteers and Community Partners:

On behalf of the County Council, it is a great pleasure and honor to recognize the recipients of the 2005 Montgomery's Best Honor Awards. The honor awardees should be very proud to be receiving these prestigious awards. The awards represent an acknowledgement, by their peers, of the excellent service they provide the citizens of Montgomery County. Their efforts support the continuing goal of the County Council to improve the quality of life throughout the County. I applaud them for their service.

Everyday, we are challenged to find more efficient and effective ways of enhancing the delivery of services to the people of Montgomery County. The honorees serve as role models in this regard. We are proud of their efforts; they show us the way. In turn, we all benefit ... those of us who work and partner with them and those of us who receive the services they deliver.

In closing, thank you. Thank you for your contributions, thank you for your continued dedication to efficiency and effectiveness and, most of all, thank you for a job well done! The County Council congratulates you on your accomplishments.

Sincerely,

George L. Leventhal Council President

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MONTGOMERY'S BEST Honor Awards 2005



PROGRAM

WELCOME Douglas Bliven

Awards Program Coordinator

PRESENTATION OF COLORS

Montgomery County Police Color Guard

Department of Police

NATIONAL ANTHEM Captain Evelyn Cahalen

Department of Police

OPENING REMARKSJoseph Adler

Director, Office of Human Resources

EXECUTIVE CONGRATULATIONS Douglas M. Duncan

County Executive

George L. Leventhal

County Council President

Bruce Romer

Chief Administrative Officer

PRESENTATION OF AWARDS Douglas M. Duncan

Larry Naake, Executive Director,

National Association of Counties (NACo)

Joseph Adler

Department Directors of Award Recipients

Presidents of Labor Organizations

Walter Bader, FOP, MC Lodge 35

Gino Renne, MCGEO, UFCW, Local 1994 John Sparks, MCCFFA, IAFF, Local 1664

Bruce Romer (Master of Ceremonies)

- Executive Safety Awards
- Diversity Award
- Partnership Awards
- Customer Service Awards
- County Environmental Award
- Employee Representative of the Year Awards
- NACo Achievement Awards
- Employee of the Year Awards
- Exceptional Service Awards

CLOSING REMARKS

Joseph Adler

-Reception following the program-Music by the Walter Johnson H. S. Jazz Combo



MONTGOMERY'S BEST Honor Awards 2005



Organizations with Awardees

- Board of Elections
- Offices of the County Executive and Chief Administrative Officer
- Department of Environmental Protection
- Department of Finance
- Department of Health and Human Services
- Department of Housing and Community Affairs
- Department of Police
- Department of Public Works and Transportation
- Department of Technology Services
- Montgomery County Fire and Rescue Service
- Office of Human Resources
- Fraternal Order of Police, Montgomery County Lodge 35
- Montgomery County Career Fire Fighters Association, IAFF Local 1664
- Municipal and County Government Employees Organization, UFCW Local 1994

Organizations with Honorable Mentions

- Board of Elections
- Department of Correction and Rehabilitation
- Department of Economic Development
- Department of Environmental Protection
- Department of Finance
- Department of Health and Human Services
- Department of Housing and Community Affairs
- Department of Liquor Control
- Department of Permitting Services
- Department of Police
- Department of Public Works and Transportation
- Department of Technology Services
- Montgomery County Fire and Rescue Service
- Office of Human Resources
- Office of Intergovernmental Relations
- Office of Procurement
- Office of the Sheriff



MONTGOMERY'S BEST





Executive's Safety Award

The County Executive's *Safety Award* is presented annually to County departments with the largest percentage reduction in their occupational injury/illness claim rates from that of the previous fiscal year. Departments compete with other departments that have comparable hazard exposure factors.

• County Diversity Award

This award is made to an individual or team of County employees or volunteers whose efforts significantly demonstrated the County's guiding principle on diversity and enhanced the delivery of services to its customers.

County Partnership Award

This award recognizes an individual or team of County employees or volunteers who developed a collaborative relationship with intergovernmental partners or private sector individuals and organizations that significantly contributed to the accomplishment of the County's programs and guiding principles.

Customer Service Award

The Customer Service Award is granted to an individual or team of County employees or volunteers who provided customer service far and above that normally required.

County Environmental Award

This new award recognizes an individual or team of County employees or volunteers who have demonstrated environmental leadership in County government operations.

• Employee Representative of the Year Award

This award recognizes the superior contributions of County employees who serve as local union officials. Each of the certified labor organizations representing County employees select *one* recipient according to its own criteria.

NACo Achievement Award

This National Association of Counties award recognizes *innovative* County government programs that became operational after January 1, 2001, and have measurable results.

• Employee of the Year Award

Selections for this award will be made from department nominations of *individual* County merit-system employees based upon criteria established by each department that reflects outstanding employee support of its programs.

• Exceptional Service Award

This award is the highest level of County recognition of outstanding government service and exemplary support of County or department programs by an *individual* County merit-system employee or volunteer, or by a County resident. This award requires the demonstration of outstanding skills and abilities over a minimum period of three years.

Selected MONTGOMERY COUNTY ACCOMPLISHMENTS

Montgomery County

• County Programs received 32 National Association of Counties (NACo) Achievement Awards in 2005, the second highest number among all counties in the nation.

Board of Investment Trustees

• Completed an asset/liability study of the Employees' Retirement System, and subsequently began reviewing expanded investment opportunities.

Board of License Commissioners

• BLC promoted state legislation, which was enacted, permitting Montgomery County to conduct up to four annual wine festivals under the supervision of Montgomery County Department of Liquor Control.

Commission for Women

• Completed work on two booklets on the rights of women in the workplace: "Sexual Harassment – it's against the law" and "The Employment Rights of Pregnant Women." The booklets were translated into Spanish, Chinese, Vietnamese and Korean.

Community Use of Public Facilities

• Worked collaboratively with MCPS Energy Resources to streamline the transmission of up-to-date information on all after-hours facility use to ensure that heat or air conditioning was programmed only when schools are occupied.

Correction & Rehabilitation

• Obtained national accreditation for both the Montgomery County Detention Center and the Montgomery County Correctional Facility. There are 3,350 jails in the nation, 137 are accredited, and two are in Montgomery County.

Economic Development

- The Bethesda North Marriott Hotel and Conference Center opened in FY05, and, despite forecasts of operating losses, generated over \$1 million in net operating income in just its first eight months of operation.
- Opened a nationally recognized Sales and Service Learning Center in Wheaton through a partnership with the National Retail Federation and Westfield Corporation. The Center served over 1,500 job seekers in its first year.

Environmental Protection

- Began a new collaborative monitoring partnership to determine the effectiveness of storm-water management facility designs in minimizing development-related impacts to County streams.
- Implemented changes in the SWM facility inspection program to improve efficiency by establishing geographic inspection regions and developing monthly inspection schedules. Conducted inspections of 999 SWM facilities.
- Montgomery County was recognized as the "Greenest County in Maryland" by Citizen's for Pennsylvania's Future, for
 recently making the nation's largest purchase of wind power among local governments, and for becoming the fifth largest
 retail wind power purchaser in the United States.

Finance

• Montgomery County received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for the 35th year – and the 33rd consecutive year, more than any other county in the nation.

Fire & Rescue Service

- Implementation of Bill 36-03 established a new departmental organization led by a single, uniformed Fire Chief. This allows a centralized focus on delivery and planning for all MCFRS activities.
- MCFRS implemented a new Integrated Emergency Command Structure that provides more concise leadership for emergency operations and day-to-day responses.



Selected MONTGOMERY COUNTY ACCOMPLISHMENTS

Health & Human Services

- HHS' Public Health Services was awarded a \$500,000 grant from the National Association of County and City Health Officials and the Centers for Disease Control and Prevention (CDC). HHS/PHS is one of only eight Advanced Practice Centers for Public Health Preparedness in the United States.
- In partnership with Holy Cross Healthcare and the Housing Opportunities Commission, HHS launched the Silver Spring Senior Source, located in Elizabeth House in downtown Silver Spring. The center served over 1200 seniors with health and wellness activities.
- Montgomery Rx, a discount prescription drug card, was made available to every resident in the County. Those using the card are seeing an average savings of 20 percent off their pharmacy bills with a total saving of about \$90,000 per month...

Homeland Security

• Rolled out "Alert Montgomery", a text-message emergency notification system for County residents and businesses, and the "Montgomery County Emergency Network" text-message emergency notification system for County employees.

Housing & Community Affairs

- Funded the acquisition and rehabilitation of Charter House, a 212 unit senior apartment building, to ensure that long-term senior residents will continue to benefit from the extensive revitalization of Silver Spring.
- Implemented an automated benefit data reporting system so that non-profit partners can report their accomplishments online, and enhance performance measurement, improve efficiency, and provide better customer service.

Human Resources

- Implemented the **MyHR** application portal, an on-line suite of self-service applications for employees and retirees to access HR processes, including the integrated benefits system for e-group insurance enrollment and pension modeling.
- The Employee Development Program was restructured by publishing four training catalogs of courses available during regular work hours at no cost to employees. Tuition assistance was available for off-duty courses. Over 5,000 instances of individual training occurred in FY05.

Intergovernmental Relations

• The Office helped secure for the County about \$415 million in direct State aid and approximately \$110 million in State capital funding.

Liquor Control

- Received the State of Maryland Highway Safety Office Traffic Safety Awareness Best Practices Award for the Excellence in Delivery Program.
- From January 1, 2000, through June 30, 2005, DLC transferred over \$100,000,000 (one-hundred million dollars) to the County General Fund.

Permitting Services

- Enhanced its website to allow users to search permit records by zip code and street name, allowing a broader search of permit activities.
- Added eight new employees to perform building permit reviews and inspections in site plan zones and to ensure that development is compliant with building height and setback standards.

Police

- Implemented the first phase of the County Executive's staffing plan for the police department, resulting in the addition of 37 new positions (29 sworn officers and eight civilians) in 2005.
- The MCPD Crime Laboratory conducted DNA testing on items of evidence recovered from a number of the crime scenes
 associated with the DC Area serial arsonist, providing key information resulting in the identification and apprehension of
 the suspect.



Selected MONTGOMERY COUNTY ACCOMPLISHMENTS

Public Libraries

- Installed "Wi-Fi" wireless internet access in all County public libraries.
- Launched BIZINFO, a web portal unifying access to business information from websites, databases, books, and e-books by categories know to be of interest to businesses in the County.

Public Works & Transportation

- The Music Center at Strathmore opened. The Center has been acclaimed by both critics and residents with its diverse musical events, sparkling sound quality, and rich educational opportunities.
- The Service Patrol Program was launched in April 2005. The goal of the initiative is to respond quickly to accidents and other problems with specially equipped wreckers.
- The number of Compressed Natural Gas (CNG) fueled buses in the Ride-On fleet more than doubled in FY05, to 57. CNG buses accounted for 25 percent of the total bus miles in FY05, improving the County's and the region's air quality.
- For the first time, County residents and businesses recycled more than a half-million tons of materials over the course of a year. The County's overall recycling rate rose from 37.6 percent to over 41 percent in just one fiscal year.

Recreation

- The Department received national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) in the class one category, and is one of 13 agencies nationally that serve a population over 250,000 to receive this accreditation.
- Two new facilities; the Martin Luther King, Jr. Outdoor Swim Center and the Damascus Community Center were opened.

Regional Services Centers

- Identified sites for the permanent Clarksburg Fire Station and new District 6 Police Station.
- Wheaton has been designated as an Arts & Entertainment District by the State of Maryland.
- Conducted the first comprehensive survey of small business issues and needs for downtown Wheaton.

Technology Services

• For the third consecutive year, Montgomery County was ranked in the top ten large counties in the nation by the Center for Digital Government in its Digital County Survey.



MONTGOMERY'S BEST Honor Awards 2005



A W A R D D E S C R I P T I O N S



Executive's Safety Awards

<u>Category I</u>: There was no 2005 department award recipient in this category.

Category II: Department of Permitting Services

Director: Robert C. Hubbard

FY04 Claims	FY05 Claims	Percentage Change
10	4	-60%

Category III: Department of Public Works and Transportation Director: Arthur Holmes

FY04 Claims	FY05 Claims	Percentage Change	
189	175	-7%	

^{*} Categories include departments with comparable hazard exposure factors.

Category IV: [Organizations reported no occupational injury or illness claims in FY05 that incurred a County monetary loss].

Certificates for Exemplary Injury Prevention

Board of Liquor License Commissioners

Commission for Women

Board of Appeals (5 Years)

Office of Human Rights

Department of Economic Development

Department of Finance

Department of Technology Services

Regional Services Centers

Community Use of Public Facilities (6 Years)

Offices of the County Executive (2 Years)

Office of Intergovernmental Relations (6 Years)

Office of Management and Budget (2 Years)

Office of Procurement (5 Years)



County Diversity Award

Montgomery County Cancer Crusade

Department of Health and Human Services, Public Health Services, African American Health Program, Asian American Health Initiative, Latino Health Initiative, Primary Care Coalition, Holy Cross Hospital, Montgomery General Hospital, Shady Grove Adventist Hospital, Suburban Hospital, and Washington Adventist Hospital

Donna Rojas Brown Dr. Irene Dankwa Buadoo Charlene Holt Astrid "Tina" Palmer Flor de Maria Gutierrez Parry Tricia Reedy Katty Joseph Simms

The Montgomery County Cancer Crusade has focused on delivering non-clinical and clinical services to the diverse uninsured and underserved population in Montgomery County since the fall of 2000. The program coordinates activities with various community-based organizations (CBO's) including the Primary Care Coalition, five community hospitals, several minority CBO's, and the medical provider community to specifically address cancer disparities and access to cancer prevention and screening services.

The mission of the program is based on promoting cancer prevention through early detection and screening. The program integrates community outreach, public and provider education, along with culturally competent care coordination services with access to timely clinical care.

What makes the program unique is that cultural competence has an integral role. This is done in collaboration with the pre-existing African American, Asian American and Latino Health Initiatives. These programs provide programmatic leadership to encourage culturally appropriate outreach, education, screening services and care coordination.

Bilingual/bicultural Asian and Hispanic staff are a large part of the education and patient navigation process which makes the program successful. Over 18,000 people have received direct formal education on cancer prevention and the importance of early detection to save lives.

Due to the hard work, tireless efforts, and dedication of the program staff and partners, over 6,000 people from various ethnic backgrounds have been screened for the targeted cancers of the program.

The breakdown is as follows:

Cancer Program Screening Demographics

	(Fiscal Years 1 - 5)			
	Colorectal	Prostate	Oral	Total
American				
Indian	2	2	18	22
Asian	360	41	238	639
African				
American	371	128	1,261	1,760
Latino	2,249	205	1,720	4,174
Total	2,982	376	3,237	6,595

Outreach efforts continue to focus on all minority and medically underserved populations. The Montgomery County Cancer Crusade is committed to serving the needs of a diverse population in a very unique and diverse County



County Partnership Award

The Generous Juror Program

Department of Health and Human Services and the Circuit Court for Montgomery

County

Denise V. Anderson Nancy Galvin

Cheryl Banks Judge Ann S. Harrington

Chris Carmello Pamela Harris Denyse Fredriksson Ilene Heiney

Montgomery County's Child Welfare Services, in the Department of Health and Human Services, established an innovative partnership with members of the Circuit Court for Montgomery County. The two groups have worked enthusiastically to establish a very creative program that serves abused and neglected children and youth in our county.

The "Generous Juror Program" provides an opportunity for jurors in Montgomery County Circuit Court to donate the \$15 daily stipend they normally would receive for food and parking, to purchase a variety of items and services for children and youth in the Child Welfare system. Although State funds are provided to meet the children's basic needs of food, shelter and clothing, there are insufficient resources to provide children with the broader array of goods and services that most children outside the child welfare system normally receive to help them fully develop their talents. Therefore, this kind of program really does enhance and help to partially normalize the living conditions for these unfortunate children

Before a trial, Child Welfare social workers present a two minute speech to jurors describing the program, the needs of abused and neglected children, and how the donations will be used. Then, a committee of Child Welfare and Circuit Court staff met weekly to consider requests that have been submitted by social workers. The social workers describe individual children's situations.

Madeleine JonesMelissa MullinsPamela LittlewoodMary RussellBeverly MartinAnn Wilson

and the committee votes on approving the funding.

The program has been operating for more than a year and a half. Since it began, the Generous Juror Program has collected more than \$100,000 and has served more than 1,000 children and youths. These funds have been extremely well used. For example, they have:

- Enabled children to attend summer camp;
- Provided tutoring assistance;
- Purchased computer equipment and musical instruments;
- Purchased more than 300 backpacks with school supplies; and
- Purchased gift cards to buy holiday and birthday gifts for children who would not otherwise receive them

These dedicated staff began with a vision, and then displayed the initiative, perseverance and teamwork to make it a reality. The children and youth who are the recipients of the jurors' generosity are truly grateful for their commitment to help children who have been abused and neglected. Their efforts will have a lasting effect on hundreds of children for many years to come. They truly represent the values of Montgomery County. The staff who developed this important highly innovative program is much-deserving of the County Partnership Award



County Partnership Award

The Burn Foundation of Montgomery County Montgomery County Fire and Rescue Service, and Burn Foundation of Montgomery County

Lieutenant Stacey Brown Daniel

It is an honor to select Lieutenant Stacey Brown Daniel of the Montgomery County Fire and Rescue Service for a County Partnership Award as part of the 2005 Montgomery's Best Awards Program. Lieutenant Daniel is the founder and director of the Burn Foundation of Montgomery County, an organization which participates in the development of burn education, prevention, treatment, and rehabilitation programs for burn survivors in the metropolitan region. She is also the team leader for the Fire-Rescue Service Critical Incident Stress Management (CISM) Program, which provides mental health assistance and stress management education for the entire Fire-Rescue Service and its families.

Lieutenant Daniel created the Burn Foundation of Montgomery County in January 2001 as an avenue for the firefighters of Montgomery County to serve the charitable purpose of supporting and fostering the healing, relief and rehabilitation of burn, shock and fire related injuries to people and children.

The Foundation also supports the Mid-Atlantic Burn Camp where approximately 150 juvenile burn survivors and their counselors, which includes firefighters, physical therapists, and nurses, retreat for a weeklong session in the Blue Ridge Mountains of Virginia.

The purpose of the retreat is to focus on promoting self-esteem, confidence, and growth. The Burn Foundation of Montgomery County also supports the National Children's Burn Camp, which is annually sponsored by the International Association of Fire Fighters Burn Foundation. The camp resides in Montgomery County and Lieutenant Daniel organizes assistance for the programs offered to the 46 campers and their 46 fire fighter counselors from around the United States and Canada. Her organization provides a welcoming party for the incoming campers and sponsors a dinner for the entire group as well as providing assistance to their many special events during their stay in Montgomery County.

The Burn Foundation of Montgomery County is a 501c3 charitable organization and all donations are used for the good causes noted above. The Foundation participates in many programs dedicated to burn research, education, prevention, treatment and rehabilitation of burn survivors. Lieutenant Daniel's efforts have positively impacted many lives that have been significantly challenged.

HONOR AWARDS PROGRAM

Customer Service Award

Bunnie Boswell Department of Health and Human Services

Alice "Bunnie" Boswell has been a conscientious employee of Montgomery County Government for nearly 39 years. She has worked in numerous programs over the years and has always strived to help others reach their full potential, become self-sufficient, and change their life stories.

For the last 30 years, Ms. Boswell has worked with Montgomery County residents involved with the criminal justice system who have a myriad of life impairments including homelessness, poverty, lack of education, addiction, mental health disorders, trauma, physical illness, and so forth. Given that the criminal justice population is predominately male, Ms. Boswell's accomplishments are even more noteworthy.

Ms. Boswell is committed to helping men, young and old, turn their lives around. Many refer to her as Mother Boswell, grandmother, or simply "Ma". Ms. Boswell deferred her retirement in 2004 to become the Therapist II / Case Manager for the newly created Adult Drug Court. Ms. Boswell was asked by a Montgomery County Circuit Court Judge to help him with this innovative program because he learned over many, many years that she could deliver. Ms. Boswell has used her private, personal, and professional contacts to assist Drug Court participants with medical care (in one case the removal of an incredibly large cyst from the forehead of a female participant), employment / job training, financial support to secure housing, clothes, furniture, and other ancillary services.

In addition to the full time responsibilities of Drug Court, Ms. Boswell continues to facilitate an aftercare group for ex-offenders, and found placements for all 47 clients on her caseload when she transferred from the Community Re-Entry Services (CRES) Program to the Drug Court Treatment Program.

Ms. Boswell fully embraces the Department's mission of building a healthy, safe, and strong community, one person at a time. She has helped hundreds of Montgomery County residents turn away from drugs and crime, to become contributing members of society. Ms. Boswell has developed a "new Montgomery County" in the State of North Carolina where she successfully placed many former county residents in a highly successful residential substance abuse facility in Durham. The graduates have gone on to lay their roots and live very productive lives. As only Ms. Boswell would have it, she returns to North Carolina to ensure that all her "settlers" are continuing to do well and offers them unconditional support.

Ms. Boswell has not been able to help all her clients turn their lives around. Unfortunately, she has witnessed much loss of life due to homicides and suicides, as well as those who continue to languish in the walls of state prisons. There is simply no one who is more deserving of this award. Ask anyone who knows her to tell you about the lives she has saved; and, she's still going.

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Customer Service Award

Debora H. Gold Department of Health and Human Services

Debra Gold transferred into the Health Promotion and Substance Abuse Prevention Office in Public Health Services in 2003 to develop and coordinate a new faith-based outreach program addressing tobacco related health disparities among African Americans. Being a very creative and energetic person, she was the right person at the right time for this challenge. Without any road maps to follow, she reached out to leaders in the African-American faith community. This resulted in her meeting with and establishing a close working relationship with the president of the Montgomery County Black Minister's Conference. This partnership resulted in the development of the Glorifying Our Spiritual and Physical Existence for Life (G.O.S.P.E.L.) Program. This program now has 11 member churches and 21 volunteer outreach workers who have been trained on various health issues and outreach methods. Debra coordinates and maintains her outreach team by implementing the following activities:

- providing the congregation with information on existing resources;
- connecting them with other health promotion efforts;
- creating health awareness events as needed;
- providing individual or group interventions;
- providing ongoing training for the outreach team;
- monthly meetings for program planning and resource distribution.

Debra's exceptional customer service is exhibited by her commitment to the churches and volunteers and by her incredible work ethic. She works evenings and weekends to provide training, support and educational opportunities for the outreach workers and their communities whenever it is appropriate and convenient for her target audience. Along the way, she has forged many partnerships with organizations that have supported the various activities of the G.O.S.P.E.L. Program.

As a one person operation, Debra has delivered an amazing amount of health information, training and resources to her target community. She has been very strategic in identifying and partnering with numerous organizations and volunteers to expand the resources for her program. The various program activities over the past two years have included: blood pressure training and screenings; heart health seminars; Great American Smoke Out and World No Tobacco activities; "Quit Kits" to support smoking cessation; diabetes grocery store tours; walking programs; nutrition training; "Faith Bingo" and Wheel of Faith: GOSPEL Cares Survey (a needs assessment done in collaboration with the Uniformed Services University); and, a "Brown Bag" pharmacy consultation that includes a "how to communicate with your doctor" event. Debra spends so much time on community events that she often recruits her family members for assistance. This allows her to spend more time with them. Debra Gold is deserving of this award because of her exceptional customer service and dedication to educating the community about health issues.



David M. Zwerdling, MD Department of Health and Human Services

Dr. Zwerdling joined our team as a staff child/adolescent psychiatrist in May 2001 and became Medical Director a year later. He evaluates and treats a large number of our clients, about 60% of whom are Latino, many of whom are undocumented. Most of the other clients are persons of color as well. Most of his (and our) clients are youths with severe, complex mental health disorders; many are from families with few resources of any Dr. Zwerdling is a great mentor for our internal and external customers. In-order to achieve a greater outcome for his clients/families, he goes beyond and above his job duties to coordinate care with the Hospitals, Crisis Center, Court System, DJJ, Child Welfare, Emergency Services, and the Faith Community, etc.

Dr. Zwerdling provides medical directorship duties for both clinics in addition to being the treating psychiatrist for the majority of our clients/families, without financial compensation. During these 4 ½ years, Dr. Zwerdling has provided outstanding customer service to his clients.

As a fluent speaker of Spanish, despite not being of that background, he communicates exceptionally well with parents, other caretakers, and those recently immigrated youth whose English is often very limited. He also is fluent in French, and thus communicates exceptionally well with those families and youth who have immigrated from certain African countries and from Haiti. This is particularly helpful for many of our youth/families, who often have a difficult time interacting with schools and accessing other agencies and resources due to their limited English.

In addition, Dr. Zwerdling is extremely kind, warm, accepting, and flexible, which helps our families and youth feel comfortable and welcomed - which is so important in gaining the trust of people whose view of mental illness often has been shaped by stigma and lack of education. In fact, due to his mannerisms and his high level of competence, many of our parents specifically request to have him as their child's psychiatrist.

Dr. Zwerdling also provides outreach treatment services in the Germantown Regional Services Center for our clients/families that need treatment but are not able to travel to the Silver Spring Clinic. He also provides psychiatric consultation for the HHS staff in Rockville.

As a result of the above, coupled with his extremely high level of professional expertise and his close and productive collaboration with our therapists, Dr. Zwerdling's patients often make great progress toward meeting their personal goals, which can be quite difficult for many of them. For example, many adolescents under his care who have been suicidal recover significantly within several weeks. And, many children he treats with ADHD, who have been disruptive and perform poorly in school, cease being disruptive and begin making academic gains. This process is aided by his close collaboration with teachers and other school staff



Rosie McCray-Moody Department Housing and Consumer Affairs

A frantic tenant has not paid rent in several months and is now facing eviction. Nighttime temperatures have dropped to 40 degrees outside but the landlord will not turn on the heat. Can a tenant breach her lease because she has purchased a house? Where do tenants and landlords go for advice? In Montgomery County, they have only to open the most recent edition of the 70 page "Landlord-Tenant Handbook," created by Investigator Rosie McCray-Moody of the Department of Housing and Community Affairs (DHCA), Office of Landlord-Tenant Affairs (OLTA).

An OLTA investigator since 1994, Rosie has counseled literally thousands of information-seeking landlords, tenants, property managers, real estate agents, and others on landlord-tenant matters. Realizing that many difficult, confrontational situations could likely have been averted, Rosie proposed developing a comprehensive publication to get information out to the public. In addition to her heavy caseload, she wrote and compiled a comprehensive catalog of information, and in August 1998, the first edition of the "Landlord-Tenant Handbook" was published and distributed to rental properties, libraries, County Regional Service and Community Centers, as well as to numerous County departments and housing providers.

From the first to the most recent edition, the "Landlord-Tenant Handbook" has provided a wealth of information to help build and maintain good landlord-tenant relations. A practical guide on the rights and obligations of each party, the handbook

features sections on such topics as rental licensing/maintenance requirements, the application process, how to file a complaint, and security deposit requirements. It contains answers to the most frequently asked questions, model leases, and moveout instructions. Updated almost annually, it also highlights recent changes in the law and timely emergency resources. Rosie has overseen translation of the "Landlord-Tenant Handbook" into Spanish, ensuring that those versions are also up-to-date.

Getting over 105,000 copies of the handbook into the hands of her customers has simply not been enough for Rosie. Her most recent customer service initiatives include the publication of the "Eviction Prevention" brochure, also distributed by the Sheriff's Office, and a "Room Rental" pamphlet, released during the past year. Rosie also appears in and helped to write, "Evicted: Don't Let it Happen to You," a video by Community Ministries of Montgomery County.

Combining boundless energy and sheer hard work with dedication, compassion, and a strong sense of fairness to all, Rosie McCray-Moody has made the landlords and tenants in the County's 80,000+ rental units better informed and better equipped to handle many situations that could have ended up in the overburdened court system. She continually displays initiative, firm commitment to the highest quality of customer service, and effective use of DHCA funds and resources. Rosie McCray-Moody is truly deserving to be hailed as one of Montgomery's Best.



Firearms Investigations Unit Department of Police Det. Aaron Bailey Det. Sgt. Kenneth S. Berger Det. Jacques R. Cowan

The members of the Montgomery County Firearms Investigations Unit are deserving of the Montgomery's Best Award because of their outstanding accomplishments and their roles in contributing to the mission of the Montgomery County Department of Police. This has been accomplished by improving the quality of life for the residents of Montgomery County.

The Montgomery County Firearms Unit was formed in January 2003 as a proactive investigative unit. Their goals and objectives were to identify, target, investigate and ensure maximum prosecution on individuals engaged in illegal firearms activity and related violent crimes perpetrated through the use of firearms. The Firearms Unit was to ensure the safety of the community by denying criminals access to firearms and interdicting unlawful diversion of firearms to criminals. During the last three years, investigators used every resource available to them to accomplish their goals of seizing illegal firearms and arresting the firearms violators. The unit was very responsive in assisting patrol officers and ensuring that all the proper firearms charges were placed on defendants. They worked closely with other investigative sections and outside law enforcement agencies and have been called out from an off-duty status to respond to crime scenes involving firearms on 109 occasions.

The Montgomery County Firearms Unit has been very productive since the formation of the unit. The investigators have initiated 156 cases and assisted patrol officers with 593 cases. They have served 149 search warrants and closed 61% of their assigned cases.

Penny K. Lapp Det. Gregory J. Martinez Det. Edward T. Zacharek

Additionally, the investigators have made 404 arrests and seized 800 illegal firearms. These arrests and seizures do not include patrol officer initiated cases.

The investigators have displayed dedication, commitment and a tremendous team effort in combating crime in the community. Every member has contributed to the productivity of this unit. The unit members have developed an expertise in conducting these unique investigations. developed They have relationships with gun stores and their employees. The investigators have been very proactive in responding to domestic violence situations involving firearms. In many instances, firearms have been removed from the home for the safety of family members. The feedback from patrol officers, detectives, outside agencies, prosecutors, citizens and the business community has been very positive and supportive. This unit has far exceeded the department's expectations. Illegally possessed firearms seized by the Firearms Unit were seized from individuals with both criminal and mental health histories. In seizing these firearms, the Firearms Unit has prevented citizens from becoming additional victims of violent crimes, which makes for a safer community.

During the course of their duties, the investigators have placed themselves at great personal risk in apprehending persons who have extensive violent criminal and mental health histories. Due to their aggressive and energetic efforts, they have improved the quality of life for the residents of Montgomery County. They should be proud of their sustained efforts and community service. They are a credit to law enforcement and are deserving of the Montgomery's Best Customer Service Award.



Automated Service Delivery Initiative Office of Human Resources

Joseph AdlerSandra MindteKaren PlucinskiKerming TsaurJanice ChangTheo NkangniaTeddy RametCarlos VargasBelinda FulcoMani PersaudJosephine TaoEric WallmarkElizabeth HabermannLori Plazinski

Information technology offers an abundant source of value-added opportunities for the Office of Human Resources (OHR) to enhance its functions and its role as a strategic partner with County organizations. The ability of the County to attract and retain a highly skilled and diverse workforce is central to providing quality services to almost 900,000 County residents.

To accomplish its mission, the OHR utilizes a best practices approach, employing portal and self-service technology to efficiently deliver service and information to 12,000 employees. Having access to personnel information using web portal technology has enhanced our ability to collect, analyze and report on data, as well as to promote a paperless OHR environment by eliminating stove pipe systems and redundant data entry. As our OHR staff moves from "high touch" to "high tech", the associated online services will make us more valuable as consultants and strategic partners, rather than paper processors.

In early 2000, OHR initiated its five-year IT Strategic Plan that emphasized the use of internet/intranet technology to streamline operations. The plan includes the multi-phase, in-house development and implementation of the "MyHR" portal. Processes which have been targeted for enhancement include applicant processing, benefit enrollment, information dissemination, and time reporting.

OHR's relies on a mainframe-based IT platform capable of performing business as usual. This IT environment has been "stretched" to utilize internet-based applications to support critical processes. By eliminating paper processes and redundant data entry, OHR has changed its business practices to preserve quality service levels in a tight budget environment.

"My HR" is an on-line intranet/intranet suite of applications that provides HR administrators within

County departments and agencies the capability to report information on a decentralized basis to OHR. HR administrators can access employment applications without searching for pre-printed forms and/or "how to" instruction booklets. All applications contain electronic forms and built-in business rules to ensure that administrators are adhering to regulations and guidelines set by OHR. There is no paperwork and no delays in processing because information is electronically submitted in the application. The single sign-on portal "My HR" suite consists of several webbased applications:

- e-staffing;
- integrated benefits for e-group insurance;
- e-training with interactive voice response;
- employee awards tracking;
- performance-based pay tracking;
- emergency contacts;
- employment verification and RIF tracking;
- OHR's Resource Library; and
- e-human capital data management/reporting.

Previously, staff was dedicated to data collection, report preparation, and regulatory compliance. With 30 departments, agencies, boards and commissions, and over 12,000 employees, this was a daunting task. The environment of paper processing between departments further complicated matters. "My HR" applications eliminate those issues and established the immediate capability to process information.

Over 90 percent of County managers surveyed said that OHR's visibility has increased as a result of internet technology. Instead of receiving week-old HR reports, managers are seeing HR data immediately. The survey concluded that OHR is taking control of technology and using it to empower and provide employees with quality customer service. "My HR" is highly deserving of the Customer Service Award.



County Environmental Award

Fleet Management Maintenance Shops Department of Public Works and Transportation

Department of Public Works and Transportation Calvin Jones Charles Marshall Jerry Powell

Calvin Jones Charles Marshall Jerry Powell Sharon D. Subadan Jonathan Kavaliunas Rodney Martin James Rippeon Kenneth Taylor

Kenneth Lowe

Rodney Martin, Program Manager for Operational Support, coordinated with the Parts Rooms, Transit Equipment Shops, and Heavy Equipment Shop to test new innovative technologies to reduce and/or eliminate the use of hazardous chemicals at Fleet Management Services. The shop employees' willingness to apply these new technologies is one reason Montgomery County is operating more efficiently and is continuing to reduce operating costs.

During FY05, the Fleet Management Maintenance Shops substituted and/or eliminated 8605 aerosol cans with refillable pumps. Benefits of using the refillable pumps include:

- lower product costs as detailed below; lower "greenhouse gases" (propellants used in aerosol cans contribute to global warming and smog formation);
- reduction in operating costs by eliminating hazardous waste disposal costs (ECOWISE costs and trips to the Transfer Station to dispose of the cans as hazardous waste), and the elimination of staff-hours required for record keeping and permit requirements for these aerosol cans;
- safer environment for employees (no exposure to hazardous propellants); and,
- reduced liability.

A breakdown of aerosol can elimination is as follows:

• reduction of engine cleaner aerosol cans from 324 cans in March 2004 to zero (0) cans in February 2005. Total can elimination during this period was 2,925 cans and total disposal costs were \$4,563; and,

• reduction of brake cleaner aerosol cans from 607 cans per month in March 2004 (cost of disposal was \$916) to twenty four (24) cans per month as of February 2005. Total can elimination during this period was 5,680 cans, and the total disposal costs were \$8,531.

Not only has the County eliminated costs associated with the disposal of these cans but also reduced products costs. Ounce for ounce, spray-on products sold in aerosol cans are roughly twice the cost of bulk product. The substitution of the aerosol cans with non-aerosol, 5-gallon containers and refillable pumps has resulted in an estimated yearly savings for the engine cleaner of \$3,000 and an estimated yearly savings for the brake cleaner of \$4,500.

Managers and technicians have continuously demonstrated a dedication and commitment to improve the County's overall environmental performance and compliance with regulations. FMS fostered a team approach with DEP to identify operational issues and problems at DPW&T Depots, to identify deficiencies and discuss improvements with environmental legislation, regulations, and other requirements, and to monitor and coordinate implementation.

To help businesses and other local governments reduce operating costs and liability and be in regulatory compliance with environmental regulations, FMS has partnered with the DEP staff to showcase and share environmental initiatives, such as the use of refillable pumps and the microbial parts washers. As a result, County Auto Repair businesses and other local governments have implemented similar operational improvements and enhanced their environmental performance.



Employee Representative of the Year Award

Sgt. M. Fergus Sugrue Fraternal Order of Police, Montgomery County Lodge 35

Sergeant Fergus Sugrue has been a Montgomery County police officer for more than eighteen years and a member of Lodge 35 since 1988.

Currently, he is a detective supervising the Centralized Auto Theft Team [CATT] at a time when auto theft is a significant cross-jurisdictional crime.

Fergus has served his brother and sister police officers in many ways for most of his Montgomery County police career.

Officer safety is a joint labor-management responsibility. Detective Sergeant Sugrue is an advocate for officer safety and tenacious in his efforts to secure equipment to enhance the safety of his team members.

He has provided counsel and support for officers in need during times of personal tragedy. He selflessly has given of his own time to serve others

As a member of the Supervisors Committee, Sergeant Sugrue worked with other members in an effort to obtain collective bargaining rights for police sergeants. The work of that committee resulted in introduction of legislation to place sergeants in the police bargaining unit. The legislation was enacted in 2000.

Additionally, for nearly eight years, he has served as treasurer of the FOP Political Action Committee, a job that requires great attention to detail and involves reporting detailed data.

Sergeant Sugrue stays on top of issues and follows them through to conclusion. He is reliable and accountable, traits that are crucial in his position as PAC treasurer.

Fergus is a leader. He evaluates issues and keeps an open mind as they are discussed and, hopefully, resolved. Although his work and contributions are conducted in the background, they are crucial to the operation and effectiveness of FOP Lodge 35.

His dedication and commitment are both recognized and appreciated. Detective Sergeant Sugrue is deserving of the FOP Lodge 35 Employee Representative of the Year Award.



Employee Representative of the Year Award

Jeffrey D. Buddle Montgomery County Career Fire Fighters Association, IAFF Local 1664

Jeffrey D. Buddle became a member of the Montgomery County Career Fire Fighters, IAFF Local 1664, in 1998. Jeff wasted no time in getting involved with the Local and was appointed to our Negotiations Team in 2001 through 2005. In 2005, Jeff became the Negotiations Team Committee Chair.

During Jeff's tenure on the Negotiations Team, the Local was successful in achieving substantial improvements in fire fighter wages, pensions and working conditions. Without Jeff's participation and leadership none of these improvements would have been possible.

Jeff has dedicated his career to the Local sacrificing thousands of his off duty hours to serve his fellow brothers and sisters on our Executive Board as 2nd Vice President since January 2003. He also serves on our Legal Defense Committee, Labor Management Advisory Relations Committee, Uniform Committee, and as our representative on the Progressive Maryland Board of Directors and on the Montgomery County Board of Investment Trustees. Jeff has done all of this while off duty

On duty, Jeff has served the Montgomery County Department of Fire and Rescue Service as a Master Fire Fighter/Rescuer assigned to the Silver Spring Fire Station #16. As a Master Fire Fighter/Rescuer Jeff is the lead fire fighter in performing fire suppression, fire prevention, communications, training, rescue and emergency medical services activities. During Jeff's fire/rescue career he has attained the following certifications; Maryland Emergency Medical Technician, Fire Officer I, Hazardous Materials, Fire Apparatus Driver Operator, and is certified as a field instructor with the Maryland Fire and Rescue Institute. actually started his fire fighting career while serving in the United States Navy from 1993-1996. He then went to work for the United States Naval Academy Fire Department until being hired by Montgomery County in 1998. Not only have our members benefited from Jeff's dedication to his Local, the citizens of Montgomery County have benefited as well from his dedication to duty.

It is for all of the above reasons that we are proud to select Jeffrey D. Buddle as the 2005 recipient of the MCCFFA, IAFF Local 1664 Employee Representative of the Year Award.



Employee Representative of the Year Award

Tony T. Thomas Municipal and County Government Employees Organization, UFCW Local 1994

He is humble and thoughtful. His actions speak of wisdom and power; his attitude of pacifism and compassion; his voice of strength. Tony Thomas defines unionism.

His union work, like that of his professional work, is relatively unassuming. Although a significant entity within the inner workings of government, there is a general lack of awareness about what the Print Shop does. The same is true of Tony Thomas. Most have an immediate impression that Tony is serious, quiet -- perhaps even unapproachable. A further examination reveals that Tony takes his business, not himself, seriously; he is quiet unless provoked and then you are certain to hear that unmistakable voice. He is, perhaps most importantly, easy to talk to because he listens, making him one of the most approachable people you will ever meet.

A Montgomery County Government employee since 1979, Tony Thomas quickly engaged in his union, becoming a shop steward around Since then, this long-time Print Shop 1985. contract employee participated has in negotiations, Labor Management Relation Committee's, numerous political activities, and literature drops ... all in the name of advancing the union cause. He is one of the leaders that the staff of the union can "count on." He puts his work and the interests of his peers first - an important quality in a union activist. When asked what makes him a strong leader, he replies simply, "My ability to relate to people – all people."

Tony joined the Local 1994 Executive Board in 2002 in an effort to truly effect change. Although he recognized that his steward role was important, he also saw an opportunity to provide further input and to continue the positive strides that Local 1994 had already made.

Since his affiliation with Local 1994, Tony has become more aware and conscious of what happens in the workplace. He's also more attuned to what's going on in local and national union environments. Tony says he is proud that he has been a part of the advancements within Montgomery County, specifically the broadened and cooperative relationship between management and employees.

"My most memorable moment was the conclusion of my first contract negotiation. I walked away with an understanding of what it takes to be a part of the union -- giving and taking, long hours. Like childbirth, you don't know until you go through it, but it's beautiful when it's over. You experience an emotional high like no other because you're able to accomplish a goal."

Also like childbirth, though sometimes difficult, Tony wouldn't give up his role for anything in the world. For his solid and peaceful dedication, Tony Thomas is Local 1994's Employee Representative of the Year for 2005.



Air Quality Protection Strategy Department of Environmental Protection

James Caldwell
Ann Elsen
Edgar Gonzalez
Joseph Keyser
Keith Levchenko
John Matthews

For the past several years, the Montgomery County Department of Environmental Protection has been recognized for its innovative programs and strategies. In December 2003, Montgomery County completed the development of its Air Quality Protection Strategy which serves as the county's blueprint to assess and reduce the impacts of air pollution on our children, our communities, and our County. The Air Quality Protection Strategy outlines eight realistic, step-by-step actions that are being taken to reduce air pollutants, including harmful levels of ground-level ozone and particulate matter.

From the beginning, the development process for the formation of this strategy was designed to include multiple stakeholders, with a task group that included many agencies, business leaders, and environmental groups. In developing Montgomery County's Air Quality Protection Strategy, an examination of some of the major air quality issues and which air pollutants are of most concern to our area were evaluated. Based on the issues discussed and the pollutants of concern, the task group selected eight strategies based on their ability to positively impact our air quality, both locally and globally. strategies coordinate air quality actions and incorporate significant changes in the field of air quality management. Each strategy details the program and proposes a small number of significant new action areas along with progress measures.

As part of the task group's process, the action items for each strategy were divided into three tiers, or priority action groups. The priorities were based on each action's ability to affect a positive air quality benefit. Highlights of some of these actions include:

Laura Miller Sharon D. Subadan Mary Richmond Michael Vernon

- The department has added new industries to its pollution prevention program, Environmental Partners, and has greatly enhanced the current program. Thus far, in removal of solvent machines alone, the department estimates that as much as 36.3 tons per year of Volatile Organic Compounds (VOCs) have been removed as a result of this program. (Strategy 2)
- MCPS has been awarded a grant to install diesel retrofit technology on a number of school buses. The State estimates that this will result in the reduction of 4 tons of hydrocarbons and 2 tons of Nitrogen Oxides (NOx). (Strategy 4)
- The County has implemented a "technology neutral" plan for its Ride-On bus fleet. The County has always had a strong commitment to including CNG buses in its fleet, and this fiscal year the County plans on adding hybrid buses to one of its depots. The County expects to realize a significant reduction in NOx. (Strategy 4)
- The department has completed an annual outreach program, a gas can replacement program whereby residents who brought in their old gas cans received a new less polluting "ventless" gas can. Approximately 288 gas cans were exchanged, resulting in a reduction of approximately 0.99 tons of VOCs per year. (Strategy 8)

The County has purchased 5% of its energy from wind. Through a partnership with the Maryland Department of the Environment, the State will be retiring the equivalent of 0.05 tons per day of NOx from its set aside program in order to ensure that "real" emission reductions occur in this area as a result of the County's wind energy purchase. This measure has been included as part of this area's State Implementation Plan (SIP). (Strategy 3)



Rainscapes for Urban Watershed Restoration Department of Environmental Protection Meosotis Curtis

Craig Carson

Joseph Keyser

The DEP Rainscapes Program provides multi-media information, demonstration projects, and hands-on assistance related to landscaping and lawn care with the primary goal of reducing urban storm water impacts. The techniques demonstrated slow rainwater runoff from yards and community areas, reduce water use, fertilizer and pesticide application, and promote the increased use of naturally-resistant native plants in natural landscape planning. There are no elaborate design requirements and there is great flexibility to take advantage of individual site constraints and most readily available materials. Using one, or a combination of techniques, reduces pollution and storm water at the source, promotes water conservation, and also increases habitat diversity in urban areas. In recognition of these accomplishments, Montgomery County was granted a 2005 NACo Achievement Award.

The Rainscapes Program is a new tool to help the County meet its obligations under the federal NPDES Municipal Separate Storm Sewer System Permit (Permit) to identify and address water quality impairments associated with urban storm water runoff. Since the first issuance of its Permit in 1996, the County has established a CIP program to construct projects to control impacts from storm water runoff in developed areas Over the past eight years, it has become increasingly difficult and expensive to build these types of storm water management facilities in densely developed, older urban areas. This means putting an emphasis on controlling pollutant and runoff sources to achieve successful watershed restoration and protection.

The Rainscapes Program provides a "beyond the CIP" approach to increase general awareness about urban stormwater problems and public involvement in addressing those problems. By focusing in those watersheds with built or planned CIP projects, the County is directly enhancing the effectiveness of those projects and reducing storm water impacts as required by its Permit. The Rainscapes approach is also being used to help meet Permit requirements in the six small municipalities that became co-permittees in January 2003.

The *Rainscapes* Program requires partnerships at many levels for success. The DEP works with interested groups to provide technical assistance and to identify funding support for workshops and materials for demonstration projects. Generally available information is maintained on the rainscapes.org website, a partnership with The Potomac Conservancy.

Interested community or school groups must commit to the long-term maintenance of any Rainscapes projects at their sites. There is also a public-private partnership in this program, as the Coca-Cola Company plant in Rockville provides 55-gallon food-grade plastic barrels at no cost. These barrels are used for "Make and Take" Rain Barrel" workshops, so popular with County residents that registration is required and there is already a waiting lists for next spring's workshops. The "rain barrels" intercept and store rooftop runoff, and the stored water can then be used on plantings, to refill water gardens, or for household chores such as car washing. The Coca-Cola Company benefits by having the DEP reuse these barrels rather than having to pay to have them For the rain barrel workshops, the hauled away. County's Solid Waste Division provided a truck suitable for transport of the bulky and unwieldy 55-gallon plastic barrels.

The DEP used grant funding during 2003 and 2004 to provide supplies and planting materials for workshops and demonstration gardens. The six rain gardens planted under this phase provide 3,425 sq. ft. of control for runoff from rooftops, mowed grass, gravel parking lots, and residential streets. The 167 rain barrels provided through the rain barrel workshops provide storage of up to 9,185 gallons of water during each rain storm.

The DEP continues to receive requests for presentations. technical advice, and additional assistance from existing partners as well as requests from new community groups. The DEP has now received additional grant funding for 2005 to support residents and property owners and managers that remain very interested in this low-cost, low-technology approach which saves time, saves money, and protects the environment.



Regional Wind Energy Purchase Department of Environmental Protection

Ron Balon Paul Folkers
Edward Boone Sean Gallagher
James Caldwell Debra Jacobson
Ann Elsen Fariba Kassiri
Betty Ferber Nancy Keogh

Montgomery County led a wind energy purchase by a regional partnership including six County agencies, eleven municipal governments, and Prince George's County government. Five percent of the electricity used by this partnership comes from wind energy, beginning July 2004. This amount represents the largest wind purchase ever conducted by a local government organization in the United States. The purchase also establishes a national precedent for the use of renewable energy to meet federal regulatory requirements for air quality attainment standards.

This is the first time that a renewable energy purchase has been included in a State Implementation Plan (SIP) for meeting ground-level ozone standards under the Clean Air Act.

On Friday, May 7, 2004, the electricity buying group contracted for an amount of wind energy equal to five percent of their electricity supply. The total amount of the purchase is 38,411,780 kilowatt hours per year.

The wind power is generated in an area in West Virginia where a number of polluting coal power plants are located. Emissions from these power plants are delivered on prevailing winds to the Washington Metropolitan region. The wind power purchase will help to offset some of these environmental emissions, and provide cleaner air to the residents of Montgomery County.

Joseph Keyser
Judith Mondre
Stephen Nash
Jeffrey Price
Mary Richmond

Chuck Sherer
Victor Sousa
Edward Stockdale
Rob Taylor
Mike Whitcomb

This program resulted in reductions of the following pollutants in amounts calculated as offsets to the system average generation mix in the Mid-Atlantic power pool (i.e., the PJM).

- 95,000 pounds of nitrogen oxides (NOx) per year. NOx is a precursor of ground level ozone,
- \bullet 42 million pounds of carbon dioxide (CO₂) per year. The CO₂ reduction is equivalent to 36 Million miles not driven, or 2.9 million trees planted.
- 1.4 lbs. of mercury (Hg) per year.
- Approximately 300,000 pounds of sulfur dioxide (SO₂) per year. SO₂ is a cause of acid rain

A secure and sustainable energy supply is dependent on maintaining a balance between energy supply and demand, as well as a robust energy infrastructure. Studies at the federal level have indicated that the reliability of our energy infrastructure can be improved though the increased use of renewable energy sources to displace the use of fossil fuels. The disbursed nature of renewable energy resources provides resistance to supply disruptions resulting from fuel accidents, terrorism. shortages, or Montgomery County Wind Energy Purchase is a significant step toward increasing environmental quality and regional and national energy security.



Tax Certificate Auction Website

Department of Finance

Lauren Barefoot Michael Ferrara
Diane Bloom Robert Hagedoorn
Mike Coveyou Todd Harper

There was a need to improve accessibility of information, investor participation, bidding process assistance, and customer service for the annual public auction of tax liens. The County holds this auction in which an average of 3,000 tax liens, representing delinquent property taxes and County fees and charges, are sold annually.

Over the past few years, the County observed a dramatic increase in participation from the public, both nationally and even internationally. There is anecdotal evidence that this surge in interest is related to television infomercials promising high yield returns on minimal investments, when purchasing tax liens. In addition to individual investors, the number of institutional investors, who generally bid on groups of properties instead of an individual property, has also grown significantly.

In an effort to meet this growing need, the County developed an innovative website to broaden access to its public auction of tax liens. The website provides easy and unlimited access to the necessary tools for investors to participate, introduces data download options for investors to manipulate the data and determine their optimum bid position, and enhances the opportunity for investors throughout the country to participate in the bidding process.

State law requires that tax liens be sold through a public auction and must be listed in a local newspaper prior to the sale. While that provides local area investors access to the information, it effectively restricts access to many other investors outside the State and County. Developing the website provided a daily account update

Saji Jose Thuan Vu James Lin Maria We Xin Qi

Maria Weese

to all tax liens, benefiting the investor with information that is current and accurate, and benefiting the County by eliminating inefficient methods of file preparation.

The website provides an easy to use calculator, allowing the investor to select an individual property tax account, enter the bid factor, and have automatically calculator compute outstanding tax liability, high bid premium, and total amount due. A second option for the investor is to select a group of tax liens and calculate the cost for the entire group. This is an important enhancement since the high bid premium, which is required by County Law, is determined by a complex formula that often results in questions from the public, particularly those not familiar with the County's tax lien sale. The website contains instructions and legal references necessary for the investor to make an educated decision as well as the option to request information and submit the bid online during the auction period.

Based on an increase in queries from the public, and an increase in the number of bidders, the need to broaden access to the County's auction of tax liens was successfully met, with no cost to the investor and minimal cost to the County. In fact, in the first year, the interest earned by the County, from the increased high bid premium, more than compensated the development cost. In recognition of these accomplishments and applicability of this innovation to other local governments throughout the country, Montgomery County was granted the 2005 NACO Achievement Award.



Access to Behavioral Health Services, Safety Net Services Department of Health and Human Services

Charlsie Arranaga Carman Garcia Trish Roberts

Peggy BradleyDavid GoodmanDr. Paul D. SullivanJean BurgessRandall IngateDudley WarnerGloria FrigolaJackie Kravetz

The Access to Behavioral Health Services Safety Net services provides short term psychiatric services and mental health case management services for clients with serious and persistent mental illness who are eligible for the Public Mental Health System, who are transitioning from psychiatric hospitals/the crisis center or department of correction facilities and who need immediate psychiatric appointments not yet available in the Public Mental Health system.

In April 2002, the Montgomery County Crisis Center noted an increase in the number of admissions of clients with serious mental illness needing prescriptions and psychiatric medication monitoring while they were waiting for psychiatric appointments in outpatient mental health clinics in the Public Mental Health System. The outpatient mental health programs were experiencing increase in the demand for services and /or a turnover in psychiatrists creating a backlog for psychiatric appointment time. Although these clients needed immediate psychiatric services, they were not actually 'in' crises. The time and attention given to these clients by the Crisis Center psychiatrists delayed or limited their availability for walk in clients in immediate psychiatric crisis, thus creating a problem in staffing and service delivery for the Crisis Center. Yet if the clients needing psychiatric medication and monitoring were unable to be served at the Crisis Center, they would have destabilized, run out of medication, may have been at risk for further hospitalization. This became a problem with immediate implications for client well being and community safety and the Safety Net Services program was developed.

This program provides short term psychiatric evaluation, psychiatric medication monitoring, and mental health case management services to clients who meet the criteria, 12-16 hours per week, utilizing space in the Montgomery County Crisis Center. This location offers the support of the office coordinator and enables the psychiatrist to utilize psychiatric medication samples from the pharmaceutical representatives.

The Access to Behavioral Health Services team staffs, monitors and approves all referrals to this program. The average number of referrals each month is between 20-30 clients and the current caseload ranges from 35 to 38 clients.

All clients are provided with psychiatric services and brief counseling and case management services. All clients are linked with an outpatient mental health program or substance abuse program. Since 2003, approximately 58% of clients linked with an outpatient appointment kept their first appointment.

This very simple program is able to accommodate a flow of clients to adjust with the demand for services by increasing the number of hours to 16 as needed. The design and flexibility of this inexpensive program model uses minimal resources, yet obtains maximum benefits and would be very easy for other programs to reproduce. This program has had a positive impact on the prevention of relapse and rehospitalization for vulnerable low income clients with mental illness discharged from psychiatric hospitals or correctional facilities increased the stability of these same clients helped to reduce the cost to the community for higher level psychiatric services.



Children's Health Alert Network (CHAN)

Department of Health and Human Services, Public Health Service, Montgomery

County Public Schools, Archdiocese of Washington Schools

Janet ConnerKathy Hurt-MullenKatherine NutterLaura SteinbergJudith CovichCarol JordanDale SchachererKathy Wood

Jon Frey Doreen Kelly

The Children's Health Alert Network (CHAN) is a web-based automated syndromic surveillance system, which collects and reports student absences in Montgomery County Public Schools (MCPS) and other schools in the county. In addition to providing a system for early detection of emerging diseases and disease trends, it provides the capacity to share health information and alerts from Health Officials to school staff.

CHAN is the product of a collaborative partnership of DHHS School Health Services, Communicable Disease and Epidemiology and Information Systems, Johns Hopkins University Applied Physics Laboratory, Montgomery County Schools and the Archdiocese Public Washington Schools. CHAN contributes its data to a regional surveillance system that tracks traditional and non-traditional indicators of disease trends. Schools provide access to large and vulnerable populations that can be tracked on a daily basis. Unusual fluctuations in student absentee data can serve as early indicators of disease trends allowing for early intervention and containment.

CHAN began collecting Montgomery County Public School student absentee data in 2003. In 2004, a private school pilot was initiated with the Archdiocese of Washington Schools. In MCPS, attendance secretaries and/or school office staff provide absentee data each day to the SHS school nurse or health room aide who enters aggregate data into the CHAN system. Private school staff enters data directly to the web-based system.

During the past school year, 85-90% of schools reported data daily. Results are tracked by daily Public Health Services.

An example of CHAN's effectiveness was demonstrated in the winter of 2004 when the proportion of absenteeism in one elementary school suddenly jumped to 20% from of the usual rate of approximately 5%. This triggered a speedy response from Public Health Services' School Health and Communicable Disease and Epidemiology Services. A disease investigation was undertaken to identify the cause(s) of the absences. The findings of the investigation revealed that students and staff were experiencing gastrointestinal illnesses with acute and dramatic onsets. Most ill persons recovered in one to two days with rest and fluids. The CHAN system was used to share information about the illnesses with appropriate school and health staff and for Public Health Services to provide recommendations to the school communities to prevent the further spread of illness.

CHAN also provides a system to widely disseminate information about emergency preparedness, health promotion and disease prevention to students and their families. During the 2004 flu vaccine shortage, CHAN provided updated information to thousands of families through schools, PTAs and the Montgomery County website about vaccine restrictions and availability and ways to prevent the spread of communicable disease.



Consumer Directed Care Department of Health and Human Services Brad Gold Judy Hanger

Winnie Ziter

The Home Care Service "Consumer Directed Care" (CDC) model was established to expand the continuum of home based services offered to the frail elderly and vulnerable adults with disabilities needing personal care services. Consumer Directed Care is a model of service delivery in which consumers are given the right not only to select and hire care providers of their own choosing, but offered the option to use a portion of the funds set aside for their care to purchase adaptive technologies (e.g. assistive devices, adapted appliances) and environmental modifications (e.g. lifts, ramps, railings). This model is not only strongly advocated by disability rights groups, but is supported by a number of empirical studies that document its cost effectiveness and high levels of customer satisfaction. Specific advantages of CDC include: cost savings; increased capacity to serve ethnic and language minority populations; improved quality of life.

Montgomery County spends in excess of \$4.2 million annually to provide home health aide service for frail seniors and vulnerable adults with disabilities with the goal of helping recipients remain safely in their own homes and communities. The service has met this goal; however, consumers and their advocates felt more choice should be given regarding how care can best be provided and/or enhanced. Specific service issues included:

The need to expand service to ethnic and language minority individuals who are underserved by existing home care programs. State of Maryland data from FY2001 indicate that fewer than 4 percent of all IHAS clients were Hispanic or Asian/Pacific Islander, while these groups constitute 4.3 and 4 percent respectively of the state population according to the 2000 Census. Montgomery County, which according to the 2000 Census is 12.3 percent Asian/Pacific Islander, and 11.5 percent Hispanic has experienced even more difficulty reaching these communities with only 2.3 percent of IHAS clients being representative of each of those two ethnic groups.

At a session of the National Health Policy Forum titled "Consumer Direction in Long-Term Care: Implication for Caregivers," representatives from several states offered testimony and shared research findings that indicated this innovative model has proven much more successful at reaching the Hispanic, Asian/Pacific Islander, and other language minority communities since it is more congruent with cultural values and flexible in meeting language needs. Based upon experiences in other states it is anticipated that CDC will increase the County's capacity to reach under served ethnic and language minorities.

The need to expand the service continuum by giving consumers more choice in who will provide their care. Disability advocates have pushed for implementation and expansion of CDC models because of issues related to autonomy, independence, empowerment and overall quality of life. The more traditional ways of providing personal care services through private vendors or public merit employees often are designed and delivered around the institutional requirements of the providers rather than the individual needs of the care recipients. Research has consistently indicated that care recipients who have control over their care provision report not only a higher level of satisfaction, but tend to actually use fewer hours of care to provide the same level of assistance.

The need to try to reduce the cost of providing personal care service. Service provided by independent self-employed individuals of the clients' own choosing tends to cost less than half of the cost of service provided by contract agencies. It is anticipated that the savings by using the CDC model will be redirected back into the program to serve those on the waiting list.

In recognition of this new service delivery option, the Home Care Program was granted a 2005 NACo Award.



DAGWOOD: A Mass Dispensing/Vaccination Clinic Exercise Department of Health and Human Services, Sheriff's Office, Volunteer Center, University of Maryland, Public Works and Transportation, Police, Montgomery County Public Schools, Montgomery County Fire & Rescue Service, American Red Cross, and the Office of Emergency Management

Kay Aaby
Mary Anderson
Louise Burroughs
Jackie Cole
Robert Cordes
Judy Covich

Ann Evans
Jeffrey Herrmann
Michael Hoyt
Carol Jordan
Bill Kelly
William Lanham

Judy CovichWilliam LanhamJudy DeLucaFred LowenbachCindy EdwardsKent Mallalieu

Montgomery County is included in the National Capital Region, an area of high risk for possible terrorist actions.

<u>DAGWOOD:</u> A Mass Dispensing/Vaccination <u>Clinic Exercise</u> typifies programs planned by The Montgomery County Department of Health and Human Services Public Health Services advancing bio-defense for purposes of providing appropriate emergency preparedness and response measures for the County's population of nearly one million persons.

Consensus acknowledges that the nature of a biological incident, which might involve smallpox, would require a response which would be large-scale, multi-agency, and rapid action.

<u>DAGWOOD</u>, the planning/rehearsing process, was conducted on June 21, 2004,. The exercise successfully tested the Mass Dispensing/Vaccination components of the Montgomery County Public Health Services Emergency Preparedness and Response Plan.

Bruce Mangum
Judy Marcum
John Matthews
Pam Montgomery

Kathy Talbott
Robert Wirth
Kathy Wood

Chris Paladino Irm Pichot Danelia Quiroz Beverley Smith-Keil

<u>DAGWOOD</u>'s scenario challenged the County's capability to set up and process residents through a mass vaccination clinic in response to a mock bioterrorism smallpox outbreak. Clinic sites addressed triage, registration, education, medical screening, and simulated vaccination or alternative intervention.

Staff from 23 local government departments and programs, two federal and state agencies, two national non-governmental organizations, and three academic institutions partnered to plan, implement, and evaluate the event

<u>DAGWOOD</u> involved four assembly/staging sites, a mass vaccination clinic at Kennedy High School, an on-site Unified Command Post, the Public Health Center Command Post, and activation of the County's Emergency Operations Center. Five area hospitals also activated linkage.

The exercise utilized more than 700 participants. <u>DAGWOOD</u> also showcased a high level of commitment and support from Montgomery County's elected officials and upper management.

HONOR AWARDS PROGRAM

NACo Achievement Award

Diabetes Program – Shelter Services Department of Health and Human Services Gail Weiss

Residents of homeless shelters with diabetes face many unusual obstacles when trying to manage this health condition. Food is provided by volunteers and is not tailored to special diet needs. Meal times are arbitrary. Access to health care, medication and testing supplies are often limited. The health care that is available is often fragmented and is provided in emergency rooms rather than by a primary physician or nurse practitioner.

In addition, the conditions of homelessness and shelter life are in themselves very stressful. Many residents of homeless shelters struggle with mental illness, substance abuse, or co-occurring disorders. For these reasons, the knowledge and self-discipline required to manage diabetes is often not at the top of the list of concerns of a homeless person. Lack of attention to diabetes often leads to serious health complications including heart and circulatory problems, kidney damage, vision changes and loss of sensation in arms and legs. These conditions are costly both in terms of personal loss and health care dollars.

The diabetes group at the Community Based Shelter was formed for these reasons and met from July 29, 2004 through December 2, 2004 on a weekly basis. The objectives of the group were to provide diabetic education, enhance compliance with diet, medication, and exercise and assist participants with receiving medical treatment.

The group, which was led by an RN instructor, was open to any shelter resident with a diagnosis of diabetes mellitus. At Initial meetings, physical data was obtained and with the help of a nutritionist, simple diet plans were devised

Group members were informed about the availability of supplemental foods to be used for dinner as well as afternoon and evening snacks. Foods were all packaged in individual portions to enhance portion control. The food was purchased with grant funds and transported by the R.N. instructor.

Special storage containers were also purchased and labeled for project use to keep these items separate from other supplies in the shelter kitchen. Shelter staff members were sent a memo explaining the goals and activities of the program and requesting their assistance with making these foods available to the participants.

At meetings participants have provided their blood sugar readings and food diaries for review and discussed reasons for abnormal readings related to diet, activity and stress. Weights were measured on a monthly basis. Instruction has been provided re: signs and symptoms of high and low blood sugar, diet strategies, exercise, foot and skin care, management of medication during periods of illness and the importance of regular physician follow-up. For those participants who do not have Medical Assistance or private health insurance, glucometers and testing supplies have been provided. These individuals have also been referred to local clinics for their medical care. Individuals with specific concerns have met with the R.N. after the group sessions for counseling and assistance with physician follow-up as needed.

The diabetes support group was met with great enthusiasm. Participants were eager to come to the meetings and discuss their progress. They all kept careful records of their blood sugar testing results and were able to point out the reason for abnormal results and list ways in which they were able to get back into normal range by adjusting their dietary intake. Three of the members started daily walking programs. Although none of the members experienced significant weight loss, all but one sustained significantly reduced blood sugar readings from baseline. Group members also developed camaraderie and acted as a support network for each other between meetings.

In recognition of these accomplishments, this program was awarded a 2005 NACo Achievement Award.



Early Childhood Mental Health Consultation and Training Project Department of Health and Human Services

Jennifer ArnaizAnn HamanRebecca MaguireBarbara WarmanWendy BaberDiane HanekRachel MersonMary WichanskyRobin BerenstainLynne ListBeth MolesworthSarah Wilch-Spamer

Sydney Frymire

Early childhood mental health consultants work onsite in child care to enhance child care's staff's capacity to promote the positive socio-emotional development of children in their care and assist child care staff in providing appropriate interventions and referrals for children who need more intensive services

Services are provided by Montgomery County Child Care Resource and Referral Center in partnership with the Reginald S. Lourie Center, the Mental Health Association and Jewish Social Services with funding from Montgomery County Department of Health and Human Services.

Consultants provide weekly consultation and training services to programs who serve high numbers of low-income and immigrant families. They also provide short-term telephone and onsite consultation to programs who report a need for assistance with children who have behavioral issues or with other mental health concerns such as the death of a staff member or other community crisis situations.

Typical services provided include observing children that staff have concerns about; consulting with the staff to develop strategies for intervention; consulting with staff about recommended changes to the classroom environment and program practices to support children's socio-emotional development; providing families and staff with appropriate community referrals; providing onsite training on mental health issues; assisting staff in team building and stress management; and providing parent workshops on topics such as discipline and brain development.

Data for three fiscal years (FY02-FY04) has been used to track progress in meeting community needs and achieving the specific objectives.

Mental Health Consultants are providing additional needed services through the project:

- Provided approved training on mental health issues to 295 staff;
- Supported 601 parents and providers through telephone consultations Number of staff participating increased from 98 to 290;
- Number of children served increased from 623 to 1,995; and
- Largest growth in service requests has been for assistance in working with specific children with behavior problems that could lead to expulsion from the program

Demand for onsite consultation services has grown steadily in the three years of the project:

• Number of programs participating in the program increased from 8 to 32 programs.

Program outcomes for children, families and staff are significant:

- 95% of child care staff report they feel more capable of dealing with children's behaviors;
- 94% of parents who met with consultants about their child or family report the services satisfied their needs;
- 100% of staff report they felt more satisfied in their jobs due to the services; and
- 88% of children at risk of expulsion were retained when consultants were involved.

There was a statistically significant improvement in children's ability to follow directions after six months of service.

The services are building capacity for child care program staff to address mental health issues with 2,000 children per year and for the community to better meet the needs of the 64,000 children in the County under the age of five who have working parents.



Emergency Response Planning in the Age of Terrorism Department of Health and Human Services, Public Health Service, Montgomery County Fire and Rescue Services, and American Red Cross of the National Capital

Area

Carole Bendler Kathleen Henning April Outman Susan Quast
Barbara Burns Sandra McCoy Chris Palodino Barbara Tawes
Susan Cohen Jan Nickens Mona Pollack Lynn Weiland

Richard Helfrich John Norton

The need for emergency preparedness and heightened concerns regarding homeland security resulted in initiatives by Montgomery County Government' Department of Health and Human Services, Office of Licensure and Regulatory Services, to prepare its citizens and "special populations". Acknowledging that in a widespread emergency, government services could not meet all the needs of its' 6,600 "at-risk" residents in health care facilities, a work group was formed.

On March 4, 2003, the first workshop, "Emergency Response Planning in the Age of Terrorism" was held at a local university. This workshop was the result of the work group planning sessions over the course of 8 months with attendance including 35 of 36 the County's nursing homes, all of the County's 25 large assisted living facilities, Ombudsman program representatives as well as corporate leaders. A second workshop was held on May 28, 2003 for the 126 small assisted living facilities with attendance including 50% of assisted living The workshop attendance exceeded managers. expectations. Facilities that were unable to attend were given the take-home material during their next inspection.

The goal was to provide a basic foundation in aiding facilities to prepare for the unthinkable: to be "self-sufficient" during a wide-spread emergency

The Quality Assurance surveyor developed a post-conference assessment tool to determine each facility's basic preparedness status, to reinforce information presented at the workshop and to identify areas for additional training. This tool was completed during the Quality Assurance survey or the large assisted living inspection. Data collected is incorporated into a comprehensive database profile of each facility in the County that can be shared with Fire and Rescue or Disease Control.

One year after the conference, 100% of skilled nursing facilities and large assisted living facilities have reviewed and updated their emergency plans to include sheltering-in-place. Use of the post-conference tool continues during the annual inspections as an opportunity to discuss emergency preparedness with key facility leadership and to keep emergency preparedness on their radar screen.

The effectiveness of this training was evident during a severe storm that caused extensive damage and prolonged power outages in late August 2003 and Hurricane Isabel in early September 2003. Every facility was contacted by Licensure and Regulatory Services prior to Hurricane Isabel. All had put their emergency preparedness plans into place.



ESSENCE

Department of Health and Human Services

Lynn Frank Sheri Lewis
Kathy Hurt-Mullen Joe Lombardo
Carol Jordan Wayne Loschen

Ulder Tillman, MD Rich Wojcik

Syndromic surveillance represents a new approach to expanding the ability of public health officials to determine the level of disease in their communities. In these data systems, reports of medical care encounters as well as non-traditional health indicators are collected, analyzed and evaluated to monitor these activities. It is assumed that changes in the frequency of these activities represent changes in disease incidence.

Syndromic surveillance systems decrease the amount of time between the occurrence of the event (e.g. the purchase of pharmaceutical remedies, visits to local emergency rooms) and the reporting of that information to public health officials. It leverages the availability of these data in electronic formats, and it retreats from diagnostic confirmation constraints that typically slow traditional disease reporting systems.

Public Health and hospital officials in Montgomery County, Maryland joined developers at the Johns Hopkins University Applied Physics Laboratory (JHU APL) to implement a local health department application of the Electronic Surveillance System for Early Notification of Community-based Epidemics (ESSENCE II). The application collects information from the five civilian and two military hospitals in the county, over-the-counter pharmaceutical sales, school-based absenteeism reports and primary care office visit encounters.

It applies statistical algorithms to detect unexpected changes in the data and provides the information to health officials in a web-based application. This allows for a variety of approaches in review and visualization of the information.

Data are transmitted and processed on a daily basis. Each day, public health staff reviews the data carefully to determine whether any critical changes in the health status of the community have occurred. A procedure for these reviews has been developed based on the work of the program staff over three years.

The review consists of determination of the frequency of each designated syndrome group, the age distribution within each syndrome and ascertainment of the spatial distribution, presenting complaint, discharge diagnoses and dispositions of each statistical alert where individual level data are available to allow this assessment. A report is then written and distributed to senior public health local leaders, hospital partners and other public health staff with a need to know. When important findings are generated, notifications are made more broadly and investigative staffs are alerted in case initiation of epidemiologic action is warranted.



Glorifying Our Spiritual & Physical Existence for Life (G.O.S.P.E.L.) Program

Department of Health and Human Services and Black Minister Conference

Mary Beasley	Debbie Gold	Lanita Little-Maness	William Simms
Reverend Chester Burke	Reverend Leon Grant	Carolyn Merriett	Rev. Paulette Stevens
Karen Campbell	Rev. Y. Louise Hicks	Lonnie Merriett	Rev. C. Glen Taylor
Reverend Linda Carmen	Eleanor Hopkins	Claudia Morrison	Johnnye Washington
Reverend Carl E. Davis	Inez Iheagwhara	Odessa Battle Nolan	Rosa Leigh Williams
Laurieann Duarte	Pastor Russell Isler	Annabell Owens	Miles Willis
Kenneth Fleming	Kenneth Jackson, Sr.	Cleo Prather	Lucille Wright
Reverend Barbara Glen	Pastor Joyner	Quintin D. Satterfield	Rev. Stanley Wright
Reverend Marvin Glen	Reverend Curtis King	Annie Simms	Pastor Baron Young

Significant health disparities exist among African-Americans. Meanwhile, health promotion efforts have often been hampered by difficulty reaching the community. The African American church has historically played a role in helping parishioners on many fronts. The church has the distinct advantage of being a trusted environment and an accessible way to reach many African Americans.

G.O.S.P.E.L. **G**lorifying stands for Our Spiritual and Physical Existence for Life. The G.O.S.P.E.L. program, initiated May 2003, collaboration between represents the Montgomery County Department of Health & Human Services and the Black Minister's program Conference The G.O.S.P.E.L. outreaches to eleven African American churches, with a team of twenty-one community outreach workers.

The program was designed to increase awareness among African Americans about tobacco related health disparities. Community outreach workers were recruited and trained to "get the word out" about health disparities and access to resources and services. Methods include:

- providing the congregation with information on existing resources;
- announcing outside health promotion efforts;
- creating health awareness events as needed;
- providing individual or group interventions;
- supplemental trainings for the outreach team;
- monthly meetings for program planning and resource distribution.

G.O.S.P.E.L. is a well-utilized, accessible program and provides an important opportunity for delivering community-based health education to African-Americans.



Healthy Vision and Hearing Training Project

Department of Health and Human Services, Montgomery County Public Schools, Linkages to Learning Primary Care Coalition, Washington-McLaughlin Christian School, Connelly School of the Holy Child, Montrose Christian School, Faith Arts Academy, Mother of God, Butler School, The Newport School, Hebrew Early Childhood, The Muslim Community School, Barrie School, Evergreen School, Sligo Adventist School, Our Lady of Sorrows, Sandy Spring Friends School, Frost School, Lycee Rombeau, Sidwell Friends School, Holy Cross Elementary School, St. Catherine Labore, and Our Lady of Lords

Tina Barnes	Peggy Hargett	Irm Pichot	Ilene Sparber
Judith Covich	Terri Hock	Paul Scott	Patti Sten
Rebecca Fitzpatrick	Doreen Kelly	Stella Sharif	Carey Wright
Steve Galen	Jenny Levine	Susan Smythers	Vivian Yao
Debra Ganassa	·	•	

The Department of Health and Human Services, in partnership with the Primary Care Coalition and the Linkages to Learning Program, developed and implemented the Healthy Vision and Hearing Training Project. The project included two components: screening of students in public schools and state certified non-public schools to identify hearing and vision problems; and provision of vision examinations and glasses Hearing and Vision to uninsured children. Screening is an unfunded state mandate. supplement county funds, the department sought and was awarded private foundation funding for vision screening through a Health Vision 2010 grant.

The project recruits and trains staff and parent volunteers in non-public schools to screen students for potential hearing and vision problems.

Hearing and Vision technicians provide training to school staff and parent volunteers. Thirty-five teachers, speech and language therapists and other school staff from twenty non-public schools were trained and loaned screening equipment at no cost.

The project also provided low-income, uninsured children with vision exams and glasses. Partnerships with the Primary Care Coalition and the Linkages to Learning Program, community resources, which contracts health providers and links low income children to health care, provided students with vision examinations and glasses. Sixty children received free vision exams and glasses.



HIV Prevention Program: African-American Health Initiative Department of Health and Human Services Christian Pelucia

The HIV Prevention Program designed for African-American Youth and Young Adults was funded, approved and supported through the Center for Disease Control (CDC) and the Maryland AIDS Administration. The focus of the project was to educate high–risk youth about sexually transmitted diseases, including HIV. The outreach to these highly vulnerable teens and young adults began with African–American churches and broadened to include other youth serving community based organizations.

The program uses the Making Proud Choices! curriculum, a curriculum designed by researchers committed to ensuring that inner-city youth have long, healthy and productive lives. It was developed, tested, implemented and evaluated by the National Institute of Mental Health. The program objectives included promoting knowledge about prevention by providing education around sexual issues, abstinence and negotiation. The program fosters a sense of pride and responsibility in making choices in current and new relationships.

This program depended on countywide youth outreach by partnering with youth-serving community based organizations. Workshops were developed for specific target audiences, some were designed to be multi-session based on the needs of those audiences

The success of this program has been tracked using pre/post tests assessment instruments monitoring program outcomes, which were crucial in measuring the level of retention of knowledge and skills. All data has been collected submitted and tracked by the state AIDS administration. A significant increase in knowledge has been measured as a result of this program and its components and comments from participants have been almost 98% favorable.

The program has partnered with various youth programs in the county. Among them are NOYES Juvenile Detention, Families Foremost, Delta Sigma Theta Sorority, NAACP Youth Coalition, Montgomery County Public Schools and Montgomery County Recreation Department. The AIDS epidemic among adolescents and young adults continues to be a significant concern. The best defense is prevention education.

In recognition of these accomplishments, this program was awarded a 2005 NACo Achievement Award.



Latino Cancer Program

Department of Health and Human Services

Manuel Acevedo Myrna Hernandez
Claridilia Avila Elba Jaldin
Lucrecia Balderas Eddy Luna
Lourdes Cano Silvia Marquez
Carmen Chavarria Flor Martinez
Paola Fernan-Zegarra Norma Martinez
Tania Garcia Oscar Rene Mejia

The Latino Health Initiative (LHI) Cancer Prevention and Control Program were established in May of 2001 through a grant provided by the State of Maryland Cigarette Restitution Funds. The overall goal of the Program is to reduce the incidence of and mortality rates of colorectal, breast, and cervical cancers among Latinos residing in Montgomery County, by: increasing the knowledge of cancer risk factors and prevention among Latinos, increasing awareness and utilization of existing cancer screening and prevention services, and increasing the involvement and capacity to work in cancer prevention and control of local community-based organizations and entities serving Latinos.

To implement the Program, the LHI teamed up with two private, nonprofit community-based organizations (CBOs) serving Latino residents of the County: CASA of Maryland, Inc. and Community Ministries of Rockville. This collaborative partnership utilizes an innovative strategy to provide culturally and linguistically competent outreach, education, referrals to cancer screening services for uninsured, lowincome Latinos in Montgomery County: trained lay community health promoters (promotores de salud). The promotores are volunteers affiliated with the two CBOs. They provide individual and group educational sessions in Spanish in a variety of settings, using participatory educational methods. Education and referrals to screening services focus on colorectal, breast, and cervical cancers. The *promotores*' efforts are complemented by limited mass media interventions.

In order to support educational sessions, the Program produced *La Clínica* (the Clinic), a 23-

Dora Menendez
Sonia Mora
Manuela Reyes
Mercedes Munguia
Nancy Newton
Sabina Orellana
Rosa Paulino
Rosario Plascencia
America Quintanilla
Manuela Reyes
Maria E. Rocha-Santos
Cecilia Rojas
Carmen Saenz
Christy Swanson

minute Spanish-language video with a companion guide to use the video. These tools help *promotores* facilitate group discussions that explore healthy behaviors and barriers to cancer prevention and screening. The Program has also produced two easy to read Spanish resource materials for the *promotores* about Colorectal and Breast Cancers.

The LHI, provides technical support to the partner organizations for planning and implementing participatory training sessions for the promotores. Training focuses on the knowledge and skills needed for outreach work. A comprehensive training curriculum of all training activities has been prepared. In addition, a coordinator in each partner organization supervises the promotores' work and meets monthly with them to review progress and problem-solve. The LHI also facilitates monthly partner meetings, convenes planning meetings and an annual planning retreat, and conducts on-site visits. The LHI has developed a "Continuous Improvement Manual" to help *promotores* improve their skills and strengthen supervision.

The Program places considerable effort on establishing or continuing collaborations with organizations working on Latino issues. Key collaborators include those providing cancer screening services, such as the Montgomery County Cancer Crusade, the Women's Cancer Control Program of the DHHS, and the George Washington Mobile Mammography Program.

An outside evaluation of the Program is ongoing at this time. Preliminary results confirm the effectiveness of the program.



Multicultural Health Promoters Program

Department of Health and Human Services

Mary Lou Beane Nilsa Benavides Gloria Brito **Emie Mercier Cadet Yu-Ching Chen Norma Colombus**

Muna Figueroa **Dianne Fisher Carmen Francis** María Eugenia Funes **Nerline Germain** María Gumucio **Robert Han** Nancy Heredia Gloria del Carmen Hernández

Fengxian Hu Suzanne Jourdain Nubia Rocío Ladino

The Health Promoters Program started in January 2001 to provide assistance to the county's large and diverse immigrant population in applying for the Maryland Children's Health Program (MCHP). According to the 2000 census, 27 percent of the county's total population is foreign-born. It soon became apparent that the health promoters were in an ideal position to serve as referral sources and as health educators to the growing number of foreign-born residents. Montgomery County Public Health Services provides monthly training classes so the health promoters can provide health education on important topics, such as household safety, nutrition, exercise, asthma and diabetes. The health promoters have assisted children to enroll in MCHP, and have provided referral and health education services to almost 5,000 people. To help the health promoters achieve these tasks, their training includes developing new skills, such as how to communicate effectively with the public, and how to facilitate meetings. The health promoters attend monthly training sessions so

Currently, 43 residents from the Latino, African, Asian, Haitian and European communities volunteer as health promoters in the Department's Multicultural Health Promoters Program (MHPP). Many of the volunteers are immigrants themselves, who see being a health promoter as an opportunity to give back to their communities. Neighbor helping neighbors is

that they are knowledgeable about community health

and social services and can provide health information

on a variety of health issues.

Marlene Lalanne-Volel Estela Rodas **Myriam Louis-Charles** Angélica Luna Mirna Martínez Marie Narcisse **Auxiliadora Pacheco** Levthe Pérez **Fernando Ponce Rose Raymond**

Robert F. Sun **Yung-Ching Sun** Silun Tang RosarioTorres **Angela Whitesell** Wenzhuang Xu **Shuying Zhou**

the way the health promoters view their role and is the motto of the program. The health promoters make themselves known in their communities not only by attending community events but also by introducing themselves to their neighbors wherever they go-at church, at the grocery store, or at the neighborhood park. They give out their home phone numbers so that they can be easily reached.

The goals of the program are to improve the health of recent immigrant families by training native speakers from different countries to help enroll members of their communities in various publicly funded health programs. The health promoters also serve as effective referral sources, health educators and advocates. They serve as an essential link to the various minority communities in the county.

The long-term result of this program is the broader public health impact of this program. Multicultural Health Promoters Program has proven to be a cost effective, culturally sensitive and linguistically appropriate strategy to provide important health information to hard-to-reach communities. These health promoters establishing community networks that can be used for other public health purposes, such as disseminating information during public health emergencies. The Multicultural Health Promoters Program has proven to be an effective way for the local health department to link with a wide array of diverse populations.



Responsible Fathers Program Department of Health and Human Services Louise J. Klein Agnes Leshner Edward Powell

The Responsible Fathers Program was established to increase the options to achieving permanency and stability for children who are in out of home placements by promoting familial connections with and through fathers.

This initiative provides resources and services to fathers so that they can develop a meaningful relationship with their children, obtain employment and contribute to the support of their families. Partnerships with a vast array of educational and job training programs, public and private, Circuit Court, Child Support Enforcement, mental health and physical health providers, therapeutic/educational parenting programs, among others, have been instrumental in engaging fathers, establishing paternity and involving Dads in their children's lives. This program not only identifies fathers, but also provides them with a foundation for assuming the responsibilities of fatherhood. As a result, children and Dads come to know each other, family life is improved and children leave Foster Care to be reunited with family.

The Responsible Fathers Program provides individual and group interventions to at risk fathers receiving services from agencies within the Montgomery County Department of Health and Human Services. The program's target population focuses on fathers of abused and neglected children, especially those who are unmarried to the mother, difficult to find, resistant to involvement and disconnected from their children's welfare. Fathers of differing ethnic, religious and racial backgrounds are referred. The Responsible Fathers program also serves non-English speaking parents and fathers of varying ages and social backgrounds. Fathers are referred to the outreach worker who is the central point person for the program in the initiation of services.

The Responsible Fathers Program also facilitates a culturally competent ongoing group which focuses on education to improve parenting skills and increase knowledge of resources for successful parenting.

Program Objectives:

- 1. Increase the parental involvement of unwed, expectant or at risk fathers in the lives of their children.
- 2. Assist fathers in accessing resources within the community to address education, skill training and job placement.
- 3. Promote and increase the payment of child support.
- 4. Assist fathers with employment and employment retention.

The value and effectiveness of this program, which focuses on fathers, is demonstrated most poignantly by the children (26) who had been in foster care and are now reunified with their Dads. Children's fathers and paternal families become a safe, stable and nurturing resource for them. Most significant is increasing the fathers' ability to secure employment, financially contribute to the support of their children and strengthening the parenting bonds. Children who are emotionally secure and safe perform better in school, are less likely to need intensive services through Child Welfare or Juvenile Justice Systems and have a greater probability of achieving self sufficiency.

The Responsible Fathers Program impacts on the number of children requiring out of home placements by identifying and developing viable options through the paternal family. The emphasis on assuming parental obligations helps to maintain family units and decreases the demands on the systems which serve children and families. The participants in the Responsible Fathers Program in Montgomery County have significantly complied with child support payments. A father's willingness to actively parent reduces the costs associated with maintaining his children in foster homes and also for support staff to monitor and provide ongoing services to families. Most importantly, children of participants in the Responsible Fathers Program have benefited from a sense of permanency and the role modeling their fathers provide through gainful employment. effective parenting skills and investment in their day to day lives. Through the services this program provides, fathers impart a positive image and experience of their parenting role to their children and to future generations.

Montgomery County, Department of Health and Human Services, recognized the Responsible Fathers Program with the Innovative Program Award for 2004, for its valuable contribution in meeting the needs of children and families. In 2005, this program received a NACo Achievement Award.



Something for Everyone: Meeting Nutritional Needs of Ethnically Diverse Seniors

Department of Health and Human Services
Elizabeth M. Boehner Marilyn D'Antuono

Marilyn Mower

Montgomery County has one of the most ethnically diverse populations in the nation. Thirty-five percent (6,921) of the county's language minority seniors speak little or no English. They are poor, extremely isolated and at risk for depression and poor health.

Something For Everyone is an effort by the Area Agency on Aging Senior Nutrition Program to improve the health of ethnic seniors by establishing a group of local lunch sites that meet both their dietetic and social needs. There are currently 4 Korean, 1 Vietnamese, 3 Chinese, 3 kosher (Russian) sites, serving 32,000 meals a year. An FY 03 survey of Asian participants showed that 61% had improved their eating status.

Each site is organized around the needs, resources and interests of the particular ethnic community. A local ethnic community organization provides site management, develops menus, locates a local ethnic restaurant to provide the meals, coordinates their delivery and keeps required statistics. Something For Everyone's dietician works with the organization and the restaurant to develop an ethnic menu that meets the Older Americans Act-required one-third Recommended Daily Allowance (RDA). Seniors who participate donate what they are able and the organization uses the donations plus \$4.20 per meal from Something For Everyone to pay the restaurant. The restaurant contributes the rest of the cost. Program cost is \$23,000 for personnel and \$134,400 for meals.



Seneca Heights Apartments

Department of Housing and Community Affairs, Health and Human Services, City of Gaithersburg, Montgomery County Coalition for the Homeless, and Housing

Opportunities Commission

Carolyn W. Colvin Elizabeth B. Davison Fred Felton Sharan London **D. Scott Minton**

Seneca Heights is a county-owned innovative special needs housing development, located in the City of Gaithersburg, which provides two critically needed program components: 17 units of transitional housing for formerly homeless families, and 40 units of permanent supportive housing for formerly homeless single individuals. The product of an intensive collaboration between the county housing department, the county human services department, the county housing authority, the City of Gaithersburg, the State of Maryland. and a nonprofit service provider, Seneca Heights is the first housing development in the County's commitment to end homelessness in the County.

Completed in the spring of 2004, the development involved the renovation of a former motel, transforming the two motel buildings from a neighborhood eyesore into a vibrant residential community. In one building, families live in apartments designed from adjacent motel rooms; a flexible design allows the bedroom configuration of the apartments to be changed to respond to the needs of different sized families. Permanent housing for formerly homeless individuals is provided in efficiency units in the other building, meeting the need for independent living at a reasonable cost. The buildings share access to recreational facilities and comprehensive case management services, which are provided on site.

The focus of the transitional housing program is on strengthening families in preparation for their move to permanent housing. Of the 33 families that have lived at Seneca so far, almost half were being housed by the county at great expense in motels because the shelters are at capacity. To date, fourteen families have successfully located permanent housing and two families have entered a long term transitional housing program for young women and children. Children also find support at Seneca Heights. After school tutoring serves school age children twice a week. One of the single residents is teaching an on-going karate class to the children, free and open to all. Everyone involved is learning self-discipline, respect, and commitment.

The focus of the permanent housing program is to support stability in the lives of the residents, all of whom were formerly homeless and many of whom are ending years of living in the streets or in shelters. The success of fostering this stability is seen in the low turnover rate – only one resident has left the permanent housing. Seneca Heights fosters a growing sense of community and investment in their home by the residents. The strong connections being built are evidenced by a low rate of late payments. More than 20 individuals have registered to vote, including many who had erroneously believed that they would never be eligible to vote. Over half the residents have participated in the resident council, and a quarter of the residents are regularly active on the council or the tenant created newsletter.

Seneca Heights apartments house the homeless, but it does so much more. It provides the stability, community, and support needed to change lives.



Gator-AID (Alcohol Impaired Driving)

Department of Police, Montgomery County Public Schools, Students Against Destructive Decisions, and Gladhill Brothers

Cpl. Gary G. Lewis

The Montgomery County Department of Police developed a new program called Gator-AID. This program is a collaborative effort between several partners to instruct young students on the dangers of drinking and driving.

This pilot program was presented to selected 10th graders across the county through the MCPS health curriculum. It is designed to educate students on the effects and consequences of reckless, aggressive and impaired driving. The class has an interactive classroom presentation utilizing law enforcement officers with a specialty in impaired driving enforcement and underage traffic safety issues. The interactive classroom presentation includes the following subjects:

The Department's goals and multi-pronged approach:

- Education/enforcement/deterrence;
- Underage <u>alcohol</u> consumption/and possession issues
 - o Legal consequences
 - o Effects on the human body
 - o Impairing effects
 - o Alcohol pharmacology;
- Impairing effects of <u>drugs</u> and consequences of their use;
- Aggressive and risky driving; and,
- Occupant safety restraints.

PO III William R. Morrison

Upon completion of the classroom session, students will be taken outside to a designated area. This area will be set up with specially designed cone course where a limited number of students will practice driving the John Deere "Gator" through the cones. The "Gator" drives like a motor vehicle, but has a restricted speed and controls that can be overridden by a passenger. An officer will be seated next to the student and will be able to control the Gator by overriding the student controls at all times. When they are comfortable with the course, the students will then be asked to drive the "Gator" through the closed cone course to experience the dangers of drinking and driving. Students wear "Fatal Vision Goggles" that give the wearer the feeling of alcohol impairment through visual distortion, slowed reaction time and a loss of equilibrium.

GOAL: The goal of this program is to educate high school students (particularly those who are preparing to get their driver's licenses) with knowledge of the consequences of risky and impaired driving.

LOGISTICS: This program is conducted during the 10th grade health class. The program complements the MCPS health curriculum dealing with risky behavior, alcohol and drug use. This is an appropriate age group for this program because the students are new drivers who will soon be getting their drivers' licenses or learners' permits.



Compressed Natural Gas Fast Fill Fueling Site

Department of Public Works and Transportation, Washington Gas, Hanover

Company, Hanover Compression, and Fuel Solutions, Inc.

Wes Beasley Reb Guthrie Suresh Patel Joseph Seive Robert Betbeze Robert R. Michael Mark E. Ricketts Sharon D. Subadan

Robert Betbeze Robert R. Michael Bruce Guthrie Thomas Ostrye

Montgomery County constructed a Compressed Natural Gas, (CNG) Fast Fill Fueling Station, which has been operational since July 2004. This fueling station has the ability to fuel 200 buses to 100% capacity within an 8-hour period. The previous slow fill fueling station could only fuel 24 buses to 66% capacity in 8 to 10 hours. Fleet Management Services (FMS) worked cooperatively with other County agencies,

The Hanover Company, Washington Gas, and Fuel Solutions, Inc. to construct the fast fill fueling site that came in more than \$500,000 or 18% under budget, making the project the lowest cost per Square Cubic Feet per Minute (SCFM) of delivered compressed natural gas in the nation. It is the first site with all of its equipment built above ground. The above ground equipment significantly facilitates inspection, maintenance, and repair.



Recruitment of Highly Skilled Technicians

Department of Public Works and Transportation and Office of Human Resources
Deborah J. Aceto
Rodney W. Martin
Gregory M. Dilla
Jerry L. Powell
Linda A. Whitcomb

Montgomery County's, Department of Public Works and Transportation, Fleet Management Services, (FMS) developed a highly successful program to recruit and retain highly qualified journey level technicians for those hard to recruit positions, such as Mechanic Technicians and Supply Technicians. The difficulty in recruiting for these positions is not just a regional problem, but a national one. FMS has developed a comprehensive recruitment and retention program that has allowed them to recruit and retain employees, while other public entities are still struggling. The program recognizes employees' contributions through the TEAM **FLEET** concept; pays a Recruitment Referral Bonus to employees who refer qualified journey-level

technicians that are ultimately hired; rewards employees who attain and maintain Automotive Services Excellence (ASE) certifications. Division also developed a recruitment video that outlines the benefits of becoming a member of TEAM FLEET and marketed it to the Military and Technical Schools; linked it to the County's web site, and attended job and career fairs to talk one on one with potential applicants. there are several applicants waiting in the recruiting portal for positions to become available. This is a first for FMS and methods to improve the program and keep Montgomery County as a sought after employer, are continuously being explored. Since the inception of the program, FMS has hired 45 Technicians (33% of the total technical workforce).



Reinventing Electricity Procurement

Department of Public Works and Transportation

Ron Balon Paul Folkers
Edward Boone Sean Gallagher
Ann Elsen Nancy Keogh
Betty Ferber Judith Mondre

In order to remain effective in procuring electricity supply at rates below the default Standard Offer Service (SOS) in a deregulated electricity market, Montgomery Maryland had to completely reinvent its electricity procurement process. The receipt of bids on 2,638 individual electrical accounts, bid evaluation, bid ranking, "best and final" negotiation, and award of a contract for selected accounts had to be re-structured from a dayslong process to an hours-long, same day process. Montgomery County, serving as the lead procurement agency for an eighteen member Aggregation Group, created unique executive regulations to govern the procurement of electricity and developed a new Request for Electricity Proposal (RFEP) document to implement the procurement process. Working with Montgomery County Public Schools, Maryland National Capital Parks and Planning Commission, Montgomery College, WSSC, and

Stephen Nash Jeffrey Price Chuck Sherer Victor Sousa **Edward Stockdale Rob Taylor**

Michael Whitcomb

an independent consultant, Montgomery County led a shortlist selection process and oversaw a successful bidding program for electricity supply From May 2004 through January 2005, bids for electricity were requested twelve separate times. Aggregation Group accounts were awarded to short listed suppliers during six of the twelve bidding events. A total of 526 electricity accounts were awarded with a total contract value over \$27 million. When compared to the default SOS pricing, the bidding process saved the Aggregation Group \$2 million for the awarded accounts.

Montgomery County's reinvention of the electricity procurement is an innovative model which provided an intergovernmental Aggregation Group the unique procurement tool it desperately needed to remain competitive and responsive during a time of industry transition to an unregulated electricity supply.



Application of GUI Telephones for the Emergency Operations Center Department of Technology Services and Montgomery County Fire and Rescue

Services

Robert Freeman Rod Morris **Dennis Rooney**

Max Stuckey

The County relocated the Emergency Operations Center from an outdated facility to a new state-ofthe-art Public Safety Communications Center. The old facility was not equipped with state of the art voice technologies. A more viable phone option was needed to enhance the call centers voice capabilities.

The Emergency Operations Center utilized old analog telephone technology for the call center. Although effective, it did not allow for the wide range of flexible, intelligent, mobile communications devices in use today. Also, the GUI VOIP phones are a part of the County's PBX enterprise, the old analog system was not. Connectivity to the PBX enterprise enables added flexibility and creates voice communications synergy between the Emergency Communications contact center and other County call centers throughout the enterprise network.

The Department of Technology Services in collaboration with Fire & Rescue embarked upon a program to enhance the Emergency Operations Center's contact center by incorporating a Windows based Graphical User Interface (GUI) phone to work in conjunction with the desktop PC. The deployment of a Graphical interface on the PC computer screen replicates the functionality of a telephone handset and delivers many traditional telephone features as well as enhanced capabilities found in VOIP based networks.

The technology is an IP telephone client for Windows based PCs. It is used at the ECO Contact Center to provide transparent access to real time

telephone communications and productivity enhancing features such as managing multiple call appearances, transfer and conference. It will also enable transparent voice communications from alternate work locations such as from homes, hotels on business travel and Internet hot spots. The IP GUI phone offers simple point and click dialing and can be used with Outlook contact list or LDAPdirectories. Incoming calls can synchronized with directory look-ups for simple screen pop applications.

This cost of the Montgomery County effort was approximately \$35,492.

The effort has enhanced the Emergency Operations Center's ability to provide quality service to the customers in an efficient manner. Additionally, the software can enable contact center agents the ability to work remotely or at other government locations. The GUI phone can be deployed on any PC connected to the County LAN thus creating the flexibility of alternate site activation if the need arises.

In the world we live in today, effective emergency communication is a vital process. As such, the need for continued innovation is important. The GUI telephone deployment was done in an effort to enhance voice communications during Emergency Operations Center activations. The enhancements created by the utilization of GUI phones give the County the flexibility and reliability needed during the critical Emergency Response process.



Building Inventory Application

Department of Technology Services and Montgomery County Fire and Rescue Service Carol Bernard Troy Lipp Apollo Teng

The Montgomery County Government, Department of Technology Services - Geographic (DTS-GIS) Information Systems team, cooperation with the Department of Fire & Rescue Service (DFRS), developed an ArcView GIS based Building Inventory Application (BIA). The BIA is a tool for maintaining building footprints and adding critical information needed by the firefighters responding to a fire. This tool improves DFRS staff efficiency for adding building attributes and building footprints to the County GIS buildings data layer. Two critical building attributes for Fire/Rescue personnel are building address and link to Preplan (if one exists).

Prior to the development of BIA, there was no user friendly way to maintain and update geographic information for the location of new or existing buildings. Consequently, DFRS asked DTS-GIS to create the application to reduce the complexity of creating the data and to provide a sophisticated, yet simple application, to allow DFRS staff to quickly update and maintain a current building footprint data layer. As a result, DTS-GIS developed the BIA to enable staff to quickly find a Montgomery County building based on the input of an address or map tile number. The application was also created to add additional information about the building footprint, such as a floor plan (PDF file name) and address of the building footprint.

The fundamental requirement of the building footprints for supporting fire fighting is that all buildings (and their addresses) must be present on the fire fighters' computer monitors. The BIA was developed to improve DFRS staff efficiency and to provide useful geographic information to the

participants in a Public Safety incident for display on E911 dispatch monitor, or in an Automatic Vehicle Locator (AVL) monitor for dispatching and finding an incident. This application extends the ability of DFRS staff to quickly and efficiently access the geographic database information.

The BIA makes use of geographical and attribute information from over 10 County GIS data layers. It includes a tool for displaying (recent) orthophotos, to be used to update and/or add new building footprints as necessary. BIA also uses the State of Maryland's Department of Assessments and Taxation data listings and Maryland-National Capital Park and Planning Commission (MNCPPC) property data listings and plat addresses. Data maintenance staff need only call up the application for adding a new building footprint, adding an address, deleting a footprint that no longer exists or adding a Preplan PDF file name to a building footprint and updating the building inventory data layer.

BIA provides the tools to search, display, edit or update geographic building information, in seconds rather than hours. The properly maintained buildings data is part of the GIS data going into a CAD workstation or a mobile data terminal. The deployed CAD Map enables first responders to locate vital information such as floor plans, standpipes, hydrants, stairwells, and fire escapes. Montgomery County is one of the first few local governments to develop this kind of GIS data service for its Fire/Rescue Service. It could serve as a model for other counties and municipalities who provide geographic information services to their public safety personnel.



Constructing a Regional GIS Database for First Responders

Department of Technology Services

Celina Azevedo Judy Miller Wendy Shu

Carol Bernard Allen Robinson Timothy Taormino
Vicky Kline Barbara Selbst Apollo Teng

Charla Lillis

County, Department of The Montgomery Technology Services - Geographic Information Systems (DTS-GIS) team has successfully constructed a regional GIS database for supporting the needs of first responders within the public safety agencies in the County. Unlike many regional efforts of constructing regional databases, which for the most part are still in pilot stages, following the tragic event of September 11, 2001, this regional database has been in operation since July 2003 and currently supports the daily operational needs of the public safety agencies. The databases have gone through multiple upgrades and are improving significantly as the maintenance programs are moving toward smooth operation.

Montgomery County's Department of Fire and Rescue Service (DFRS) maintains standing Mutual Aid agreements with surrounding jurisdictions. These agreements provides fire and rescue services to residents of neighboring jurisdictions within a specific distance from the common borders, and less developed areas (with sparse dwellings) and distance of 5 miles. This agreement is with Maryland counties: Frederick County, Carroll County and Howard County. For more developed areas (with dense dwellings) along the border, the distance is 3 miles. This applies to Prince George's County, the District of Columbia and Virginia's Fairfax County. If requested, these jurisdictions will also render help to Montgomery County residents within 3 or 5 miles of the County border.

To support the mutual aid requirement on the County's new computer aided dispatching (CAD) system, the GIS data layers required by CAD needed to be expanded to include data relevant to

neighboring jurisdictions around Montgomery County.

Collecting and integrating needed GIS data layers from these neighboring jurisdiction, resulted in a tremendous challenge; nevertheless, following the 9/11/2001 tragic event, there was an increased realization of the need for building a regional GIS database to support first responders and emergency response planner.

The GIS data from all of the neighboring jurisdictions were provided to the County free of charge. The existing GIS hardware and software were used for the integration and maintenance of the in-and out-of-county data layers; and for the conversion of GIS data to CAD files.

When needed, a true regional GIS database covering additional Virginia counties such as Arlington, Prince William and Loudon can be constructed to support the public safety needs of the metro DC region. An earlier version of the regional centerline database supported the public safety agencies in the region for the October 2002 sniper cases in the region.

The pre-existing mutual aid agreements with neighboring jurisdictions and the improved atmosphere of cooperation following the events of September 11th, 2001 helped the data collection effort.

Montgomery County's experience of constructing a regional GIS database for supporting the County's first responders represents one of the first such endeavors, thus far, in the nation.



Remote Access Consolidation Department of Technology Services Sonny Discini Richard Rogers

All components share an existing single decentralized user authentication directory for logging and network access.

Keith Young

The Department of Technology Services (DTS) in Montgomery County, has implemented a centrally managed and monitored remote access program. This program includes the implementation of a variety of tools and procedures to centralize and secure all remote network access. Elements of this program include a highly-available Virtual Private Network (VPN) server farm, network firewalls, distributed directory service management, and upgrades and expansion to the centralized wireless access point deployment. The goal is to provide simple and secure access to the County's network services while deploying a manageable and maintainable infrastructure.

Montgomery County, like all public and private sector organizations, is facing requirements to provide secure high-speed network access to business applications from anywhere in the world. The complexity of this requirement drove the following issues to be addressed:

- the need for access by county employees when working in a variety of County buildings, remote sites, at home and while traveling;
- planned growth of the installed user base as employees become more mobile;
- security concerns associated with the availability of low-cost wireless access points at every computer retailer;
- readily available tools that assist hackers/crackers in malicious penetration into wireless networks; and
- * the requirement for network access is 24x7x365.

Implementation of the program was divided into two major components: local wireless access, and remote access. The components have been implemented over the past year as the requirement for a robust, secure and manageable remote access solution grew. For local wireless access, existing wireless access points were either replaced with newer models or were updated with the latest software. These upgrades provided enhanced security by utilizing the latest wireless WPA (Wi-Fi Protected Access) and EAP (Extensible Authentication Protocol) industry standards. addition, In policies, procedures, and tools were implemented in order to search for and remove unauthorized wireless rogue access points that could compromise the security of County resources. For remote access, a COTSbased remote access VPN solution was purchased from Juniper Networks. This solution allows for highly-available role based access to nearly any County resource. During the consolidation process. all decentralized dial-in modems were disconnected, all decentralized VPN users were migrated, and remote access standards were written.

This program greatly enhances the security and availability of access to services on the County network and therefore benefits County employees and ultimately the citizens we serve. It is difficult to associate dollar figures with these intangible benefits, but the most quantifiable is the staff savings. This centralized service eliminates the need for IT staff throughout the County to provide wired and wireless remote access individually.

The most significant intangible benefit is the increased overall remote access security. By utilizing single, highly-available points of access into the County network, the risk of hacker exploitation is greatly reduced.



hours.

Web Content Management System Department of Technology Services Chris Daniels Todd Harper

Zelinda Fouant Lily Li

The Montgomery County, Department Technology Services Application Development Team (DTS-ADT) customized Interspire's Web Edit Pro (WEP) Version 5 web-based software to enable non-technical web content editors and publishers, dispersed throughout the County's 46 departments and agencies, to create, maintain and manage content on both the Internet (public access) and Intranet (internal) web portals with minimal training and effective workflows. The customized version of WEP, herein referred to as MCWEP, allows content editors to quickly and accurately add, edit, delete, view, copy, rename or upload web content files without altering web portal templates, or having to learn complicated code, thus enforcing County web site policies and standards. MCWEP also incorporates a simple workflow that enables supervisors to review and approve web content published on either the Intranet or Internet web servers. Content editors and approvers need only use an Internet Explorer version 5.5 or better web browser to use MCWEP.

The MCWEP was also created as a means to securely and reliably facilitate data management by centralizing, organizing, and normalizing web content on one County content server and to improve and streamline overall system and content administration. Consequently, users are able to access MCWEP using a single sign-on login and password, thus leveraging the County's Active Directory and SQL server databases to authenticate application access and to assign permissions to eliminate the need for multiple logins/passwords. In addition, the application was designed to implement an audit trail showing when and who created, modified, deleted and/or approved web content.

The need for a web-based content management system was evaluated by content editors and applications developers at various County Web advisory Groups; therefore the Web Edit Pro Version 5 software was purchased, installed and configured on the County server, running Microsoft Internet Information Server 5.x. A virtual server was created, using VMWARE software, to serve as the County web content server. This enables DTS staff to create, remove, backup and restore virtual services running on one networked box or server within minutes rather than

Renee Yue-Kirsch

Over 230 content editors or approvers throughout Montgomery County Government use the MCWEP. As a result, the MCWEP application has reduced the demand on DTS-ADT staff time and computing resources, while empowering users to update their web content in a timely and organized fashion, thereby providing residents with better and faster informational service.

The County's MCWEP application serves as a model for other jurisdictions in empowering their non-technical personnel to provide information quickly.



Multi-Cultural Election Preparation in the 21st Century

Montgomery County Board of Elections

Susan Campbell Sara Harris Dianna Long Paul Valette

Michelle Gonda Margaret Jurgensen Tana Stanton Dr. Gilberto Zelaya

Stella Gonda

In November 2004, the Montgomery County Board of Elections (MCBOE) conducted elections with 518,000 registered voters, which included a dramatic increase in the number of registered voters, the introduction of a new touch-screen voting system, Department of Justice requirements for bilingual election information, and Help America Vote Act mandates including provisional voting.

Two efforts, a Multicultural Voter Empowerment Committee (MVEC) engaging over one hundred community representatives as election information guides, and a redesigned election judge training module incorporating changed legal and technical voting system requirements were unique and successful.

The Multicultural Voter **Empowerment** Committee, with MCBOE staff. were encouraged and trained as voter registrars, voting unit demonstrators, and election judges. Community representatives were, in turn, election information conduits for and opportunities to participate in the election process.

Official election information could, for the first time, come from someone known and respected in the community and relationships were developed with MCBOE.

Election judge training was redesigned, delivered by experienced election judge trainers and included hands-on experience, take-home videos and CDs, a Quick Reference Guide, and opendoor refresher training sessions offered days before the election. Election Judges, experienced and first-timers, gained from information delivery methods and performance.

A highly observed and publicized election, serving many first-time voters, resulted in fewer errors and complaints as a result of these efforts.

In recognition of these accomplishments, the Montgomery County Board of Elections was honored to receive a 2005 NACo Achievement Award.



Building a Learning Organization Office of Human Resources

Joseph Adler Valerie Capehart Doug Bliven Joan Collins

The Office of Human Resources (OHR) implemented a comprehensive initiative to cultivate a culture in the Montgomery County, Maryland, local government (MCG) encourages learning and supports the county's guiding principles to enhance the quality of services provided to residents and the business community. This initiative involved the complete restructuring of the MCG Employee Development Program, requiring the involvement of numerous interagency and interdepartmental partners. Four training catalogs list a myriad of courses during normal working hours at no cost to employees or departments employee development, leadership development, and technology. Courses are arranged in subject-matter tracks with required and elective courses. Upon the completion of a training track, participants receive certificates and are eligible for continuing education units (C.E.U.).

Employees who wish to take classes that are not listed in the MCG catalogs are eligible for tuition assistance up to \$1,230 per year. A 24-hour automated training line enables employees to register for classes, obtain training calendars and course descriptions, and receive transcripts of their training records. The OHR also provides organizational development and consultative services to organizations, such as helping them to design training to meet their unique needs.

The MCG initiative to *Build a Learning Organization* achieved the following objectives to:

1. align the learning initiative with the county's guiding principles;

Elizabeth Habermann Karen Plucinski Cristina Kirkbride Teddy Ramet

- 2. encourage employee and career development to improve job performance;
- 3. partner with the county community college (i.e., Montgomery College);
- 4. develop and publicize training that is convenient and financially available: and
- 5. recognize and reward employee development accomplishments.

Additional benefits of the program include:

- departments, managers and employees determine the training curriculum; and
- employees are better able to respond to the needs of a changing workplace.

In FY-2004, 5,400 individuals attended 450 MCG training courses. Course evaluations by participants overwhelmingly confirmed that the skills and knowledge gained from these MCG developmental opportunities enhanced their ability to deliver quality services to the county. This reflects the county's success in becoming a *learning organization*.

Montgomery County, Maryland developed a *learning organization* culture that encourages and facilitates employee development for enhancing the delivery of county services to its residents and the business community. This process of developing its human capital is a significant reason why the county is successful. *Building A Learning Organization* in MCG was granted a 2005 NACo Achievement Award.



Integrated Benefits Processing and Self-Service Technology Office of Human Resources, Department of Technology Services, and Advance Software Systems, Inc.

Debbie AcetoNicholas HillmanLori PlazinskiKerming TsaurJoe AndersonJoy LawsonCheryl RitzEric WallmarkBelinda FulcoTheo NkangniaTom StirlingDianne Wyskoarko

Robert Goff

The Benefits Administration System (BAS) is the strategic core that provided the Montgomery County Government with the means for integrated benefit processing and employee self-service. It was developed using a combination of in-house and contractor resources and is a flexible, totally customized Oracle-based system developed specifically to manage the County's group insurance and retirement systems. The County's objectives for the BAS were:

- centralized administration of the County's group insurance programs and more effective management of the eligibility of more than 30,000 plan participants, the collection of plan revenue, and the payment of plan expenses (estimated to be in excess of \$115 million in 2005);
- decreased processing time associated with employee retirements; and
- more timely, proactive information and services provided to employees on their benefits.

Over a nine-month period, a small team of two County programmers and two County benefit specialists developed the system initially as a group insurance module. Because County employees did the work, there were no appreciable costs to the County. The module was designed to administer the County's group insurance program and to house critical plan data, such as demographic data on eligible participants, plan elections, and costs of participation. In the County, the former processes associated with group insurance plan administration were based on manual transactions and involved inefficient hand-offs between the Office of Human Resources and other departments and agencies.

The group insurance module now allows for seamless enrollments with carriers, automated billing processes, direct interface with the County's payroll system, and central data warehousing of critical group insurance data. Because the system was so much more efficient, the County was able to reduce the resources allocated to group insurance by 2.3 work-years and increase services to other programs across-the-board.

Because the County's system was built specifically for the County benefits programs we have not experienced the limited flexibility of an off-the-shelf-program. The County has been able to restructure its programs much more easily when opportunities for cost savings present themselves. Such structure changes will result in annual program savings without any reduction in benefits.

With the BAS itself and its integration with other systems, the County immediately realized more efficient group insurance processing that resulted in work-year savings. The County was able to provide more timely retirement processing for County employees.

An added advantage is that the system has enabled us to better reach our customers, including County employees, retirees, and their dependents, by giving us the ability to "push out" information through technology and the web and to provide employee self-service for their benefits. In addition, the flexibilities of the system have given the County the ability to restructure programs without sacrificing the administrative requirements of the plans. Savings associated with the group insurance restructuring efforts are estimated at \$1.7 million in 2005.



Employee of the Year Award

Regina Morales, LCSW-C

Department of Health and Human Services

Ms. Morales is a bilingual Spanish/Englishspeaking therapist who has been working in the Child and Adolescent Outpatient Mental Health Program since 2002. Ms. Morales has served the County and her clients with honor, integrity, She provides exemplary and dedication. costumer service by adhering to high ethical standards. She is a very open, accessible, and individual who has responsive a great relationship with internal and customers, and is highly respected and trusted by her colleagues, inside and outside the County. She is an excellent team player, continuously explores and implements methods to empower and support her team mates as well as her clients. She greatly appreciates diversity. Most of her clients are Hispanic children and families who are undocumented and uninsured. and are not eligible for the State services.

For the past three and a half years she has responded to the mental health needs of her diverse clients and families with energy, creativity and perseverance. She carries a large caseload (40-45 clients) when the expectation is 20-25 clients. The majority of her clients are dealing with severe mental health, behavioral and victimization (sexual, physical abuse) problems. Given the fact that mental health and other human services are extremely limited for this population, Ms. Morales has worked tirelessly and creatively to locate food, housing, employment, child care, child welfare and social services, hospitalizations, and other

emergency services for them. She has worked very closely with the Department of Juvenile Justice, School System, Child Welfare, Court System, Faith Community, and other public and private partners in addition to providing comprehensive mental health services at the clinic, school sites, and other county locations to meet the needs of her clients.

Ms. Morales is creative and strives for ongoing service improvement. She provides outreach mental health treatment services at the selective schools for the emotionally disabled students who are involved with the MCPS special education unit, and she developed and leads a peer supervision group for her colleagues (HHS staff) at the clinic. She provides public speaking on stress management and parental skills for the Hispanics, and other minority and communities, and provides outreach mental health services and an anger management group in Rockville for immigrant teenage girls who are victims of sexual abuse and/or incest and suffering from anger and depression, and/or not able to travel to the Silver Spring clinic. collaboration with the Center for Continuous Learning, she also provides in-service training for HHS staff and contractors on "utilizing play therapy in treating children who are victims of sexual/physical abuse and other traumas". Because of her outstanding performance, sense of duty, and active participation in the clinic process, she was selected to participate in the County's Manager Development Program.



Employee of the Year Award

Beth Anne Nesselt Montgomery County Fire and Rescue Service

Whether it is juggling numerous projects, assisting other departments with special events or designing high impact educational programs to increase safety to the residents of the County Beth Anne Nesselt is Fire and Rescue's go to special projects person. She is the complete package of energy, enthusiasm and dedication needed to deliver extraordinary service. Every organization needs at least one person like Beth Anne; someone to help finish the critical and difficult last ten percent of a project or priority. She knows who to call and how to get things done when others throw their hands up in desperation. Beth Anne has been quietly making things happen for years and she embodies the core character of Montgomery's Best.

Beth Anne Nesselt has worked for Montgomery County Fire and Rescue Service since 1998 and is the liaison and coordinator for the National Fire Protection Association's (NFPA) Risk Watch injury prevention program with the Montgomery County Public Schools. Montgomery's Risk Watch has become a national model due to Beth Anne's organization and effectiveness. Beth Anne was a speaker this year at the Mid Atlantic Life Safety Conference at Johns Hopkins Applied Physics Lab where she participated as a member of a group working on improving fire and life safety to those with low literacy skills. After skillfully writing the narrative for a Federal Fire Act Grant, Montgomery County Fire and Rescue Service received nearly three quarters of a million dollars to be used to promote fire and life safety. Beth Anne has been responsible for coordinating and managing the resources of this grant bringing in much needed materials, new graphics, translation services and the seeds for a destination in Silver Spring where children can experience and learn about fire and safety. Prior to coming to the Montgomery County Fire and Rescue Service, Beth Anne worked in the Offices of the County

Executive and served as a liaison to the County Executive's Boards, Committees and Commissions group.

She also served on the County's Y2K mediation team, inauguration committees, the County Executive's Senior Initiatives Task Force and on the County's Bio-terrorism Task Force. She has also served on the MCFRS Budget Coordinating Committee, the Council of Governments' Safety Committee, the Montgomery County Public Schools Character Counts Executive Committee, the Child Fatality Review Team and on the County's Safe Kids Coalition. She is a member of the PTAs of Dr. Sally K. Ride Elementary School and Dr. Martin Luther King Middle School and serves on the Community Traffic and Safety Committee.

Several children's injury prevention programs and Risk Watch-related activities under the direction of Beth Anne have received grant funding and local sponsorships. Additionally, the Germantown Boys and Girls Club and the newly chartered Kiwanis Club have adopted Risk Watch and will be delivering the program to the children at the Center. Beth Anne pours her energy into integrating safety with a child's everyday life and education. It's critical that injuries and accidents to children be avoided, which requires integrating this message into what's going on in our children's lives. Risk Watch is the resource to do this.

Beth Anne Nesselt's passion for injury prevention and fire safety is fueled by her three daughters and her commitment to the children of Montgomery County. She is always looking for creative and innovative ways to promote safety and improve the quality of life for families in Montgomery County and the State of Maryland and is deserving of the prestigious Employee of the Year Award as one of Montgomery's Best.



Samnang Wu Department of Health and Human Services

Mrs. Samnang Wu is one of those rare heroes who has lead a life of quiet dedication to public service by aiding those most in need. For nearly 25 years as a Community Service Aide II, she has worked tirelessly to support the Refugee Health Program.

In 1981, as a Cambodian refugee, newly arrived to the U.S. from a Thai border camp, she began her service with DHHS. Fluent in three languages: French, Cambodian, and English, Samnang has been an invaluable resource in serving not only community members from Southeast Asia, but those from Africa, Europe, and other parts of the world.

Samnang exemplifies the County's commitment to language access and cultural competency. With the professionalism gained from her years of training and experience, and a sensitivity towards those she serves rooted in her personal experience, she is responsible for screening new arrivals and has shown, year-in and year-out, a commitment to provide the highest quality of As part of her duties, Samnang services. provides outreach and community education regarding the treatment and prevention of tuberculosis, hepatitis, HIV, and other sexually transmitted diseases. She is also called upon to coordinate and run cultural outreach programs family planning, child-care, and spousal/child abuse prevention.

A skilled interpreter and translator, Samnang understands the art of communication. She recognizes the vital importance of objectively and accurately relaying life and death information from a patient to a physician or nurse, while also possessing the interpersonal skills to build relationships of trust that allow her to be welcomed

into the home of community members when engaged in direct outreach activity.

Over the years, Samnang's individual services have been appreciated by various County agencies. She has been recognized by the Department of Social Services for her outstanding long-term commitment and compassion in helping social workers in Protective Services support Cambodian families. She received a note of appreciation for going beyond the call of duty in helping to bridge the cultural and language barriers that the Child Welfare Division faces when protecting children and providing effective services to reduce the risk of placement and child maltreatment. Samnang has also been recognized by the Department of Fire and Rescue Services for her work to support the compilation of basic language and cultural information for use during medical emergencies. Her intimate knowledge of the refugee experience, as well as empathy for all those whose culture and language can keep them from obtaining needed medical services, is enlightening and inspiring to those with whom she works.

Samnang was recognized by the State of Maryland in 1993 when Governor William Donald Schafer recognized her with a nomination for the Governor's Volunteer Award. Samnang has consistently provided outstanding service. Her language skills and expertise with the diverse communities, her effectiveness and ability to work cross-departmentally, a genuine commitment to the welfare of the community, and a proven track record make her an ideal recipient of the Exceptional Service Award. The County has greatly benefited from her work. emissary of good will wherever she goes and is a true refugee success story in her own right.



Bonnie L. Golian Department of Police

Program Specialist II Bonnie Golian has been an employee of the Montgomery County Police Department for 28 years and has been assigned to the Strategic Planning Section for almost 6 years. Her work has always been exceptional and she is truly a team player. Shortly after Chief Manger arrived, his administrative assistant retired leaving a void in the Office of the Chief. PS II Golian stepped up to the challenge and worked in the Chief's office until the position could be filled, while continuing to do her own job. Even though it was a temporary assignment, she went right to work creating order and implementing methods to have the office run more efficiently. She developed a system to scan in-coming documents for electronic storage to save physical space and allowed for easier and faster retrieval. During her time in the Chief's office, she was given the responsibility of coordinating responses for the general e-mail that comes into the department and the Chief's office. She was able to clear up a considerable backlog in the system and ensure that responses are sent in a timely manner. PS II Golian outstanding job did such processing. coordinating, and prioritizing that she continues to manage the e-mail system even after returning to her permanent position in the Planning Section.

Working in the Planning Section means that many of her tasks and assignments are long-term projects. The most significant one is the development of the department's electronic Web Board, which has become the central repository and dissemination of information for the department. Prior to this, information was sent out on a paper teletype system. Each station or division received one copy which was put into a folder for supervisors to review and share information. This was a very archaic process and information and instructions were often not made available in a timely manner.

PS II Golian worked with a committee to create a method of delivering information to all department employees. A web-based program was developed so it could be placed on the department's intranet infrastructure accessible to every employee, not just a select few. For police officers, safety is one of the greatest concerns each day coming to work. One entire section on the Web Board, titled Roll Call, contains information on suspects in crimes, arrested individuals, and broadcasts concerning those wanted on outstanding charges and warrants. Having this information at the officer's fingertips enhances their knowledge SO they better understand who they are dealing with. This assists the detectives in solving crimes by developing trends from information posted daily. In addition to the safety factor, the Web Board also contains administrative information in separate, easy to navigate sections. For example, suspense dates for employee performance evaluations and annual physicals are posted each month. Having this information posted allows for more efficient communication and a better response rate.

As the administrative manager of the Web Board, PS II Golian is responsible for the design, control and management of the information that is disseminated. She started this project from the ground up and each year enhances the system to improve customer service to all employees in the department. This is just one of many responsibilities that PS II Golian has, and, as with her other work, she provides professional service to streamline an information delivery system for all law enforcement agencies in Montgomery County. PS II Golian epitomizes Montgomery's Best.



Lieutenant Thomas B. Jacocks Department of Police

Thomas Jacocks is currently assigned as Deputy District Commander of the 2nd District in Bethesda. His career has spanned more than 50 years, a remarkable feat in itself. More remarkable is that Lt. Jacocks continues to perform at a level of excellence that is deserving of this special recognition. The Montgomery's Best Award for Exceptional Service criteria requires that one must demonstrate this service over an extended period of time (minimum of three years). Thomas Jacocks has been performing at this level for more than 16 times the length that is required for this award!

Lieutenant Jacocks was appointed to the Montgomery County Police on July 1, 1955. His first assignment was as a Patrol Officer in the Bethesda Station. In 1959, Tom was promoted to Detective in the Bethesda Detective Bureau. He moved up the ranks from Detective Private First Class to Detective Corporal, to Detective Sergeant, to Detective Sergeant First Class, working in the Juvenile Aid Bureau and the Warrant and Fugitive Squad. He was promoted in 1982 to the rank of Lieutenant and served as the Court Liaison Officer in the Silver Spring (3rd District) station. In 2002, he returned to the Bethesda station (2nd District), where he remains today as a very active Deputy Commander.

Tom's main duties include the oversight of the day/evening patrol shifts, the CBD (Central Business District) Unit, and the 2nd District Traffic Squad. He continues to serve his regular rotation as duty commander and is a regular fixture within the 2nd District. He monitors the calls for service to ensure that citizens receive quality service and sometimes will participate by running the calls as well. Overtime is scrutinized and checked by Lt. Jacocks, ensuring that it is needed rather than wanted. Each year, as it has been for the past 20 years, the highlight in Tom's busy schedule is his commitment to the Maryland Special Olympics. In 2005, I witnessed firsthand Tom's devotion and dedication to these special athletes. Because of scheduling conflicts and short notice, the Maryland games were forced to move to Towson State University during the weekend of June 18-19. Tom made sure he was present both days to award medals to the participants. He did this selflessly, refusing to let Father's Day deter him from being there.

I cannot think of a more deserving example of exceptional service; 50 years with Montgomery County as a police officer. Any employer would be honored to have someone like Tom Jacocks working for them. Those who know and work with him are truly fortunate.



Parker Hamilton Offices of the County Executive and Chief Administrative Officer

Parker Hamilton is a gifted leader and a committed public servant. Regardless of the assignment, she exhibits leadership that is both proficient and passionate. She sees opportunities where others see problems. She has the rare combination of keen analytical skills and emotional intelligence. She has significantly contributed to making the Offices of the County Executive and Montgomery County government more productive, dynamic, and responsive to County residents.

Recently, Montgomery County has been confronted with the issue of gangs in our community. Parker successfully coordinated the Gang Prevention Initiative leading to the Montgomery County Gang Prevention Task Force and Joint Task Force on Gang Prevention. Her effective leadership facilitated the participation of staff and officials from Prince George's and Montgomery County and created an inclusive process which encouraged input from community members. The Joint County Task Force's mission is to identify opportunities to reduce or eliminate gang activity, and connect the many independent efforts and recommend strategies that focus on prevention, intervention and suppression.

After a tragic event in Montgomery County's Cameroonian community, Parker successfully worked to build bridges between the community and County government. Under her guidance and direction, Montgomery County hosted a town hall meeting for the Cameroonian community. Parker recognized the importance of looking beyond geographic boundaries and solicited the participation of representatives from the governments and community organizations of Prince George's County and the District of Columbia to attend the meeting. Parker's sensitivity to those involved significantly contributed to the success of this meeting, which now serves as a model for information exchanges with all immigrant communities in Montgomery County.

As a result of Parker's efforts, Montgomery County has implemented a program to address the issue of Limited English Proficiency. Frontline staff are being trained to better serve our residents for whom English is not a first language. Another component of this initiative provides County employees with direct access to foreign language interpreters via the language line.

Parker led an interagency group to provide a strategic approach and greater collaboration on critical issues facing seniors throughout the County. To facilitate the process, she established working relationships with leaders in the senior community, which is another example of her ability to reach out with sensitivity to diverse groups of people.

Parker is a good steward. She constantly looks for ways to improve efficiency and cost effectiveness. For example, Montgomery County's two annual award programs recognizing the Montgomery's Best Awards and the NACo Achievement Awards, resulted in a duplication of effort. Working with our staff and the Office of Human Resources, she was able to successfully combine the programs saving both time and money.

Parker is committed to customer service. Because of her leadership, the County Executive's Office has become more customer service oriented. She created a task force to develop customer service standards for the office. After the task force established the standards, Parker saw to it that all staff received the training necessary to successfully implement the new guidelines. Always thinking of the big picture, she is now working to implement similar standards countywide. The CAO was so pleased with the initiative that he presented the standards to other state and local government managers at a national conference.

Parker excels at managing sensitive personnel issues within the department and countywide. Her approach to human resources management demonstrates her ability to balance the rights and needs of the individual employee with the priorities of County government and the concerns of the residents we serve. She is the consummate coach. She listens to employees and empowers them to solve their own problems. She assists in identifying their strengths and weaknesses and provides training and encouragement to enhance their job skills and support their long-term career objectives. She has set the standard for communicating and working together as a team to achieve the common goal of excellent customer service.

For 24 years, Parker Hamilton has been a tremendous asset to our community and a true public servant who brings out the best in those who are fortunate enough to work with her. She has a proven track record of tackling difficult problems not only in the Offices of the County Executive, but also in the County government and the community at large. She willingly works on issues from which others shy away. She is very deserving of the County's Exceptional Service Award.



MONTGOMERY'S BEST 2005



The Montgomery's Best 2005 Honor Awards Program was made possible, in large part, through the generous efforts and support of the following individuals:

Offices of the County Executive and Chief Administrative Officer

Douglas M. Duncan, County Executive

Bruce Romer, Chief Administrative Officer (CAO) Scott Reilly, Assistant CAO

Paul Folkers, Assistant CAO

Debbie Richards, Senior Executive Administrative Aide

Joe Heiney-Gonzalez, Latino/Hispanic Liaison

Sophia Teng, Senior Executive Administrative Aide

National Association of Counties

Larry Naake, Executive Director

Office of Human Resources

Joseph Adler, Director

Douglas Bliven, Awards Program Coordinator
Valerie Capehart, Office Services Coordinator
Liz Habermann, Human Resources Specialist
Teddy Ramet, Human Resources Specialist
Teddy Ramet, Human Resources Specialist

Honor Awards Selection Committee

Christina Dean Department of Housing and Community Affairs

Lynn Duncan Department of Liquor Control
Alex Espinosa Office of Management and Budget

Michael Hoyt Department of Public Works and Transportation

Lt. Joseph Pelaia Department of Police

Karen Thon B/CC Regional Services Center

Judith Unger Department of Health and Human Services
Harry Walsh Community Use of Public Facilities

Safety Award Selection Coordinator

Frederick Enos, Occupational Safety and Health Manager [FIN]

Diversity Award Selection Panel

Lynn Duncan [DLC] Shelley Janashek [DEP] Angela Washington [OHR]

Environmental Award Selection Panel

Fariba Kassiri [DEP] Richard R. Shagogue [WSSC] Jeffrey L. Zyontz, Esq. [MNPPC]

Color Guard

Department of Police Soloist: Captain Evelyn Cahalen

Print Shop, Department of Public Works and Transportation

Richard Taylor, Print/Mail Services Manager

Office of Public Information

Thomas Whorton, Graphic Artist Donna Bigler, Assistant Director

ACCESSING PHOTOS OF THE MARCH 31, 2006, MONTGOMERY'S BEST AWARDS CEREMONY

Photographs of the Montgomery's Best 2005 Award presentations will be available on the Internet for 60-days beginning on <u>April 24, 2006</u>.

To See the Photos on the Internet

- 1. Go to Montgomery County, MD Government internet web site:
 - http://www.montgomerycountymd.gov;
- 2. Select (left click) "GOVERNMENT" (top box);
- 3. Select "HR Resource Library" (left column);
- 4. Select "HR Management" (top box);
- 5. Select "Montgomery's Best Honor Awards";
- 6. Select "2005 Awards Ceremony Photos/Index"

<u>View Photo</u> (from the INDEX OF PHOTOS)

- 1. Choose the photo under Recipient & Organization.
- 2. Select the hyper-link Photo #.

Note: sequential photos (e.g., Photo #s 0011-0012) will be shown together.

Download & Print Photo (to floppy disk or hard drive)

- 1. View the photo (see above).
- 2. Place cursor on the photo and <u>right click</u>.
- 3. Select SAVE PICTURE AS.
- 4. Select where you want to save the photo
 - e.g., to Floppy Disk (Drive A)
 - e.g., to Hard Drive (Drive C).
- 5. Save the photo.
- 6. Print the photo from the floppy disk or hard drive.

Print Photo (from Photo # hyper-link in the INDEX OF PHOTOS)

- 1. View the photo (see above).
- 2. Select FILE on the computer's horizontal toolbar at top of screen.
- 3. Select PRINT PREVIEW to view what the printed photo(s) will look like.
- 4. Select PRINT to print that page
 - Note: sequential photos (e.g., Photo #s 0011-0012) will print multiple pictures.
- 5. Caution: do NOT select the printer image that appears when the cursor is on the photo
 - only a small section of the photo will be copied.

